synlait™

making more from milk

INSTITUTIONAL INVESTOR DAY

8 DECEMBER 2017

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WELCOME

Nigel Greenwood

CHIEF FINANCIAL OFFICER

AGENDA

MANAGEMENT PRESENTATIONS (10.00AM – 12.30PM)

- **Strategic Update** – **John Penno** (CEO and Managing Director)
- **Category Management** – **Martijn Jager** (Director Sales and Business Development)
- **Research and Development** – **Roger Schwarzenbach** (GM Innovation and Technical Services)
- **Business Transformation** – **Chris France** (Director Strategy and Business Transformation)
- **People, Culture and Performance** – **Boyd Williams** (Director People, Culture and Performance)
- **Manufacturing – Antony Moess** (GM Manufacturing)

LUNCH (12.30PM – 1.00PM)

BUS TO SYNLAIT AUCKLAND FOR SITE TOUR (1.00PM – 2.15PM)

RETURN TO NOVOTEL (2.15PM – 2.30PM)

STRATEGIC UPDATE

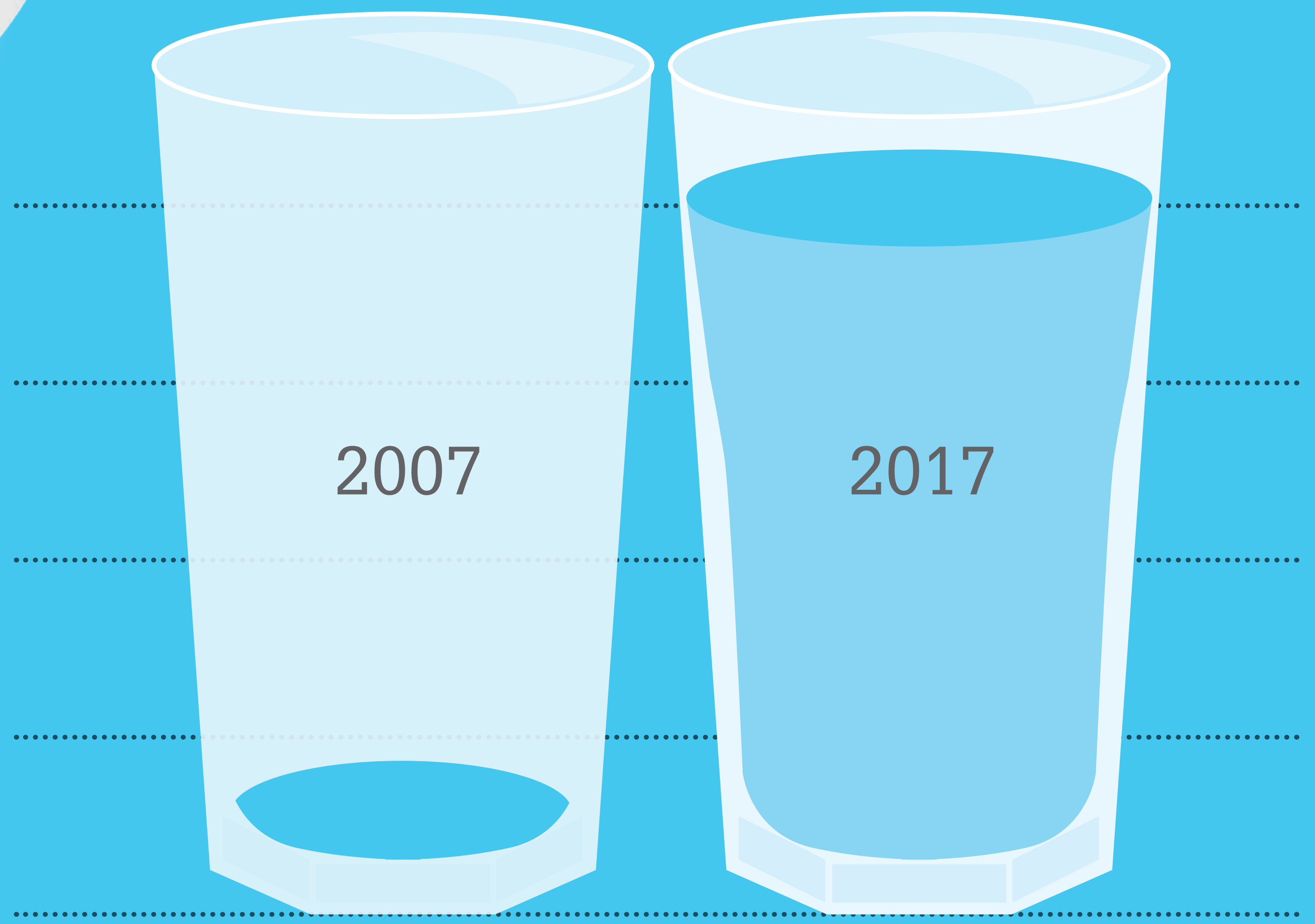
John Penno

MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

WE ARE A GROWTH COMPANY

SYNLAIT IS A B2B MANUFACTURING COMPANY FOCUSSED ON MAKING THE MOST FROM MILK.

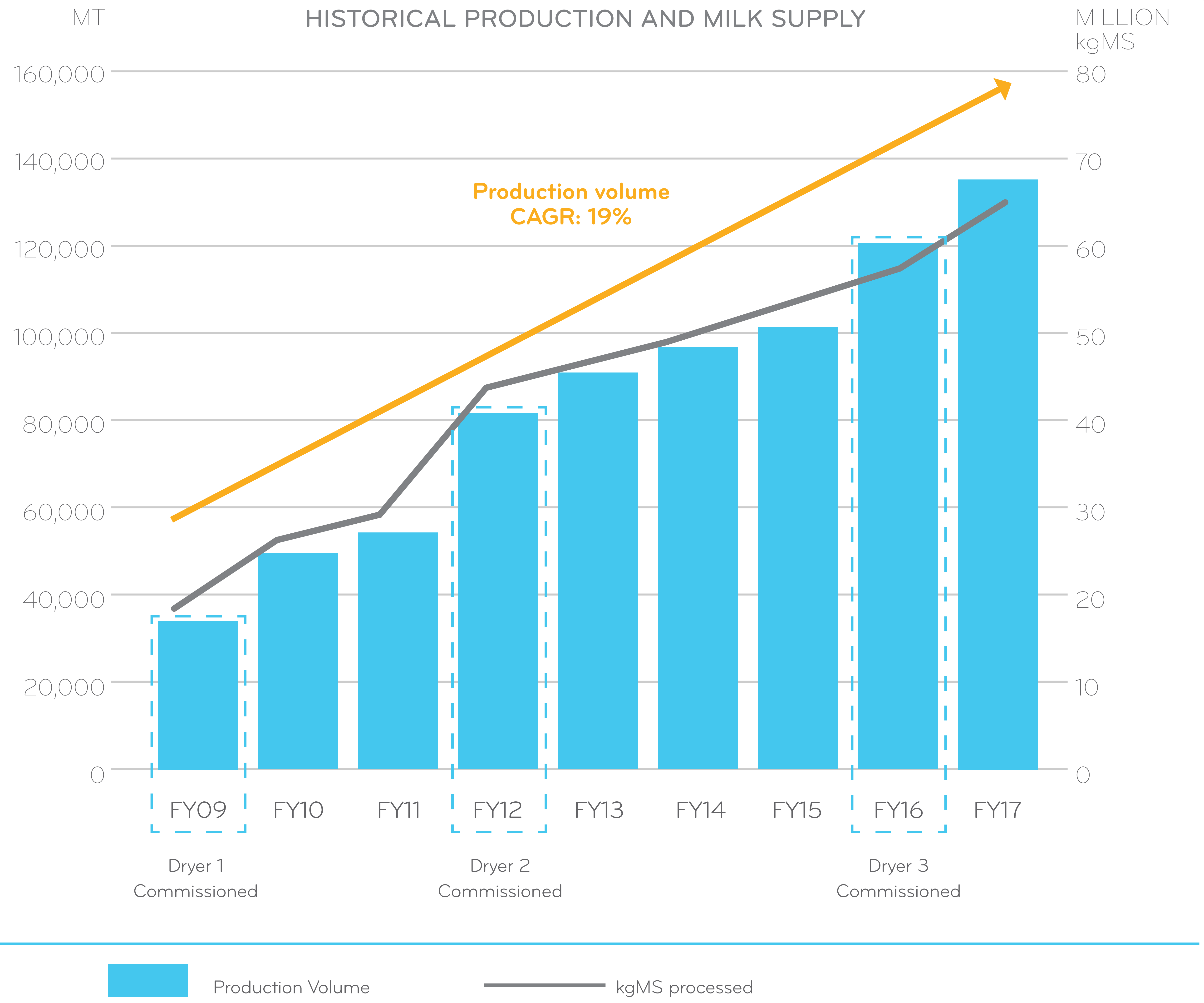
OVER THE PAST 10 YEARS WE HAVE GROWN FROM START-UP TO ANNUAL PRODUCTION VOLUMES OF ALMOST 140,000 METRIC TONNES (MT)



SCALABLE MANUFACTURING CAPABILITY

Proven ability to scale manufacturing capacity, growing production volumes at a 19% compound rate since Synlait's first year of processing in FY09.

Next step change in processing capacity expected when Dryer 4 is commissioned at the North Island site.



SYNLAIT ADDS VALUE FROM FARM TO CONSUMER

DIFFERENTIATED MILK SUPPLY

- Contract supply of milk
- Facilitate and monitor differentiated milk supply behind the farm gate (a2 Milk™, Grass Fed™, Lead With Pride™)

RAW MATERIALS PROCUREMENT

- Procurement of high quality ingredients for our customers
- Undertake quality audits of suppliers

RESEARCH + CATEGORY DEVELOPMENT

- Select categories and markets
- Design products
- Innovate production and processes

MANUFACTURING EXCELLENCE

- Large multi-purpose plant
- Control all aspects of product quality
- Optimise plant utilisation

QUALITY TESTING LABORATORY

- Zero defects target
- Testing raw materials, finished products and facilities
- Full quality assurance and traceability

CONSUMER PACKAGING

- Two state of the art canning lines
- High-specification sachet lines

REGULATORY CAPABILITY

- Provide market access for our customers
- Secure regulatory approval for products

CUSTOMERS

- Our brand partners market, promote, and distribute their products

CONSUMER

LEAD™ WITH PRIDE

TRANSFORMATIONAL IN THE DAIRY INDUSTRY, SYNLAIT'S LEAD WITH PRIDE™ PROGRAMME RECOGNISES AND REWARDS THOSE SUPPLIERS WHO ARE ACHIEVING DAIRY FARMING EXCELLENCE.

Lead With Pride™ is Australasia's only internationally accredited ISO / IEC 17065 dairy farm assurance system. The programme measures dairy farms on four pillars of dairy farming; environment, animal health and welfare, milk quality, and social responsibility.

REGISTERING BRANDS IN CHINA

INFANT FORMULA IS THE MOST REGULATED FOOD PRODUCT IN THE WORLD - IT IS THE ONLY FOOD PROVIDED TO SOME INFANTS IN THEIR FIRST MONTHS OF LIFE.

- **The Chinese Food and Drug Adminstration (CFDA) registration of The a2 Milk Company's infant formula was granted in September 2017.**
- Because the manufacturer controls quality, the manufacturer is registered alongside the product in most markets. Synlait registers the brands its B2B customers sell.
- The CFDA will grant selected factories licences to manufacture up to three brands for the Chinese market.
- We recruited Ying Jin as our Regulatory and Science Affairs Director, China, to support market access and business development. Experienced in managing regulatory affairs for multi-national infant formula companies, Ying has a PhD in food safety and a medical degree.
- The expanded New Hope Nutritionals supply agreement will underpin applications to register New Hope Nutritionals infant formula brands.
- In October 2017 we submitted an application to register New Hope Nutritionals Akara brand with the CFDA.

ENHANCED SENIOR LEADERSHIP CAPABILITY

THE SENIOR LEADERSHIP TEAM (SLT) HAS EVOLVED TO MEET THE CHANGING NEEDS OF OUR BUSINESS

John Penno
MANAGING DIRECTOR AND CEO (ELT)

Nigel Greenwood
CHIEF FINANCIAL OFFICER (ELT)

Boyd Williams
DIRECTOR, PEOPLE, CULTURE AND PERFORMANCE (ELT)

Chris France
DIRECTOR, STRATEGY AND TRANSFORMATION (ELT)

Martijn Jager
DIRECTOR, SALES AND BUSINESS DEVELOPMENT (ELT)

Neil Betteridge
DIRECTOR, OPERATIONS (ELT)

Antony Moess
GENERAL MANAGER, MANUFACTURING

Callam Weetman
GENERAL MANAGER, SALES

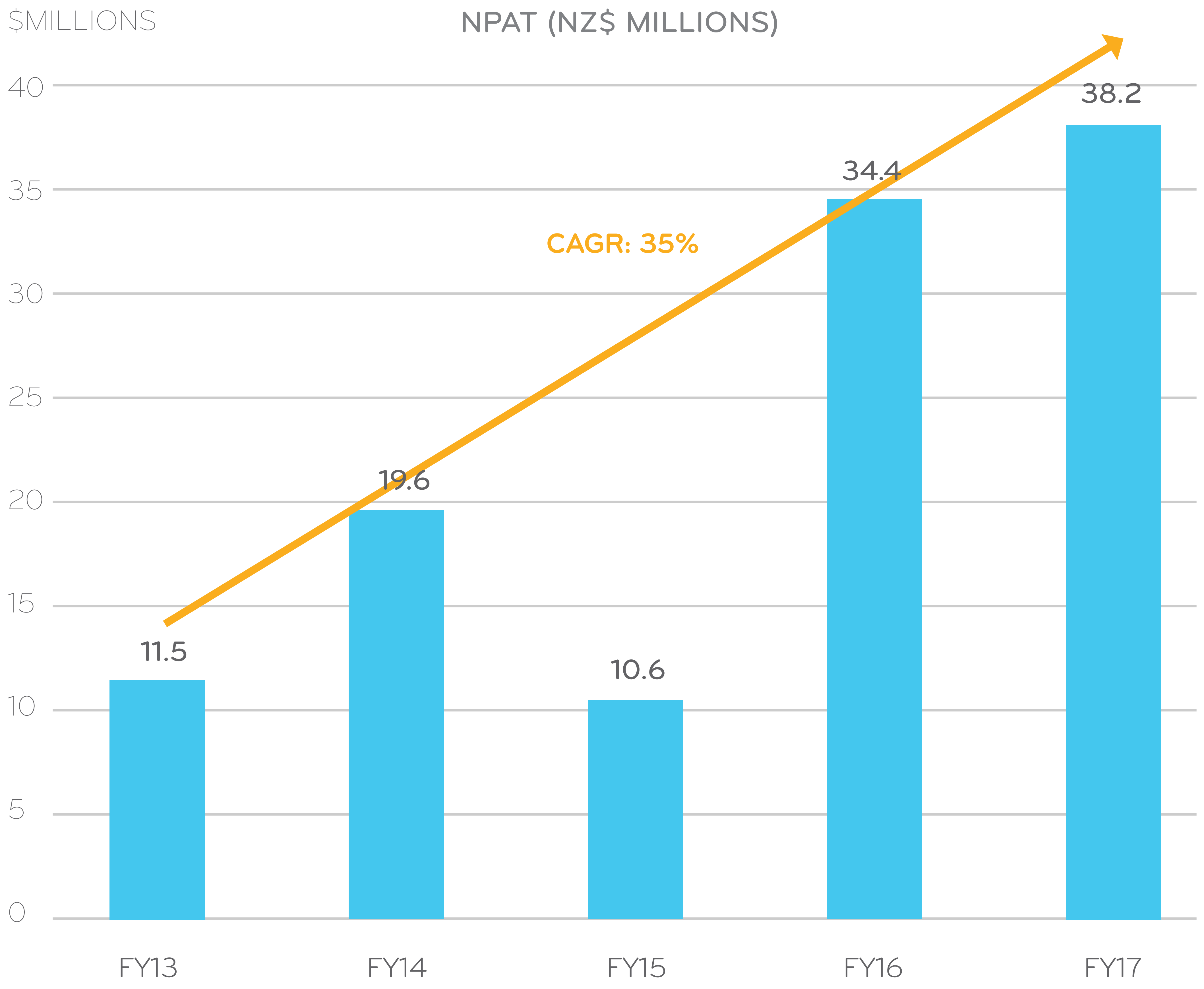
Matthew Foster
GENERAL MANAGER, STRATEGIC PROJECTS

Rob Stowell
GENERAL MANAGER, SUPPLY CHAIN

Roger Schwarzenbach
GENERAL MANAGER, INNOVATION AND TECHNICAL SERVICES

Note: ELT = Executive Leadership Team

SUSTAINED FINANCIAL SUCCESS



EBIT INCREASED TO
$65.8m
(FY16: $61.1m)

NET DEBT DECREASED FROM
$214m
TO $83m

LEVERAGE FROM
2.6X DOWN TO 0.9X(1)

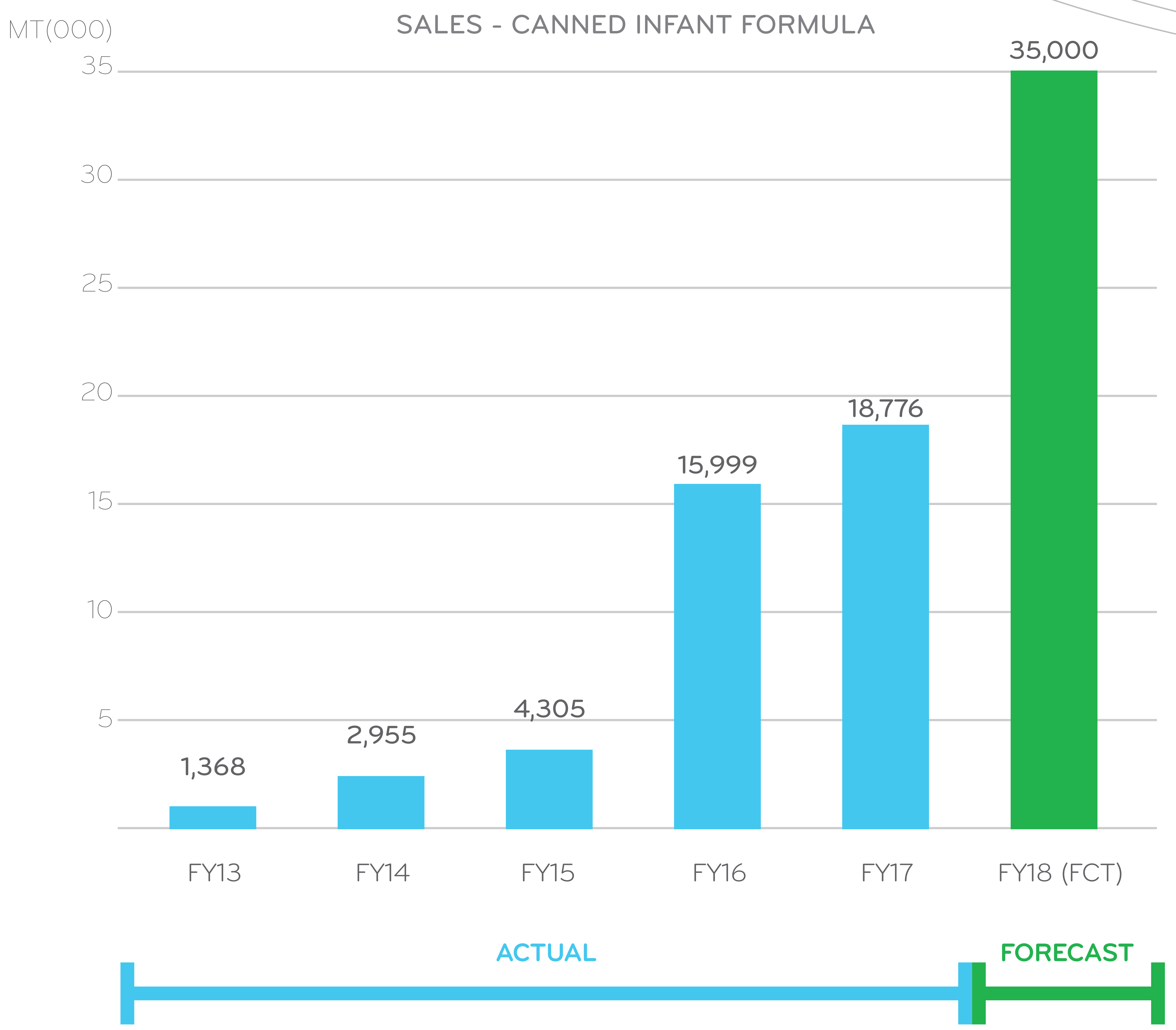
ROCE OF 13.9% (FY16: 13.5%)(2)

GEARING DOWN FROM
46.8%
TO 18.0%(3)

Notes: (1) Leverage = net debt / EBITDA;
(2) Return on capital employed (ROCE) is calculated by dividing earnings before interest and tax (EBIT) by the average capital employed (equity + net debt);
(3) Gearing = net debt / (net debt + equity), excluding derivatives. See our 2017 Annual Report for further details, available at: http://www.synlait.com/investors/

EXPECTATIONS OF GROWTH

- **We expect Chinese infant formula demand to continue to grow, particularly with the relaxing of the one child policy.**
- The regulatory change targeting rationalisation of brands may boost demand in the second half of FY18, post registration.
- Registration of The a2 Milk Company's and New Hope Nutritionals infant formulas in China are expected to support demand growth.
- Investment in customer and market development (e.g. Munchkin Inc.) is also expected to support our sales growth.
- As a result, we expect demand to increase significantly for Synlait consumer packaged products.
  - Increased infant formula sales drives margin growth.
- Upgrading FY18 canned infant formula volume forecast to the top of the previously advised range of 30,000 - 35,000 MT.
  - 16,000 MT forecast for H1 FY18.
- We will continue to grow our investment in business development and technical capability.



SECOND POWDER MANUFACTURING SITE

- **Synlait will invest in powder manufacturing capacity** when required to meet customer demand for infant formula products
- Establishing this capacity on a second site **allows mitigation of our current single site risk**
- Also introduces **access to a second milk pool** which further **reduces our risk profile**
- **A North Island based site** meets these needs while also providing **a platform for growth in other categories**
- **Synlait is currently looking to acquire an appropriate site in the North Island**
- **Initial investment on site will be one infant formula capable spray dryer** and related infrastructure at a cost of circa $200m, capable of manufacturing 40,000 MT of infant base powder per annum
- **Investment to be funded** through debt facilities

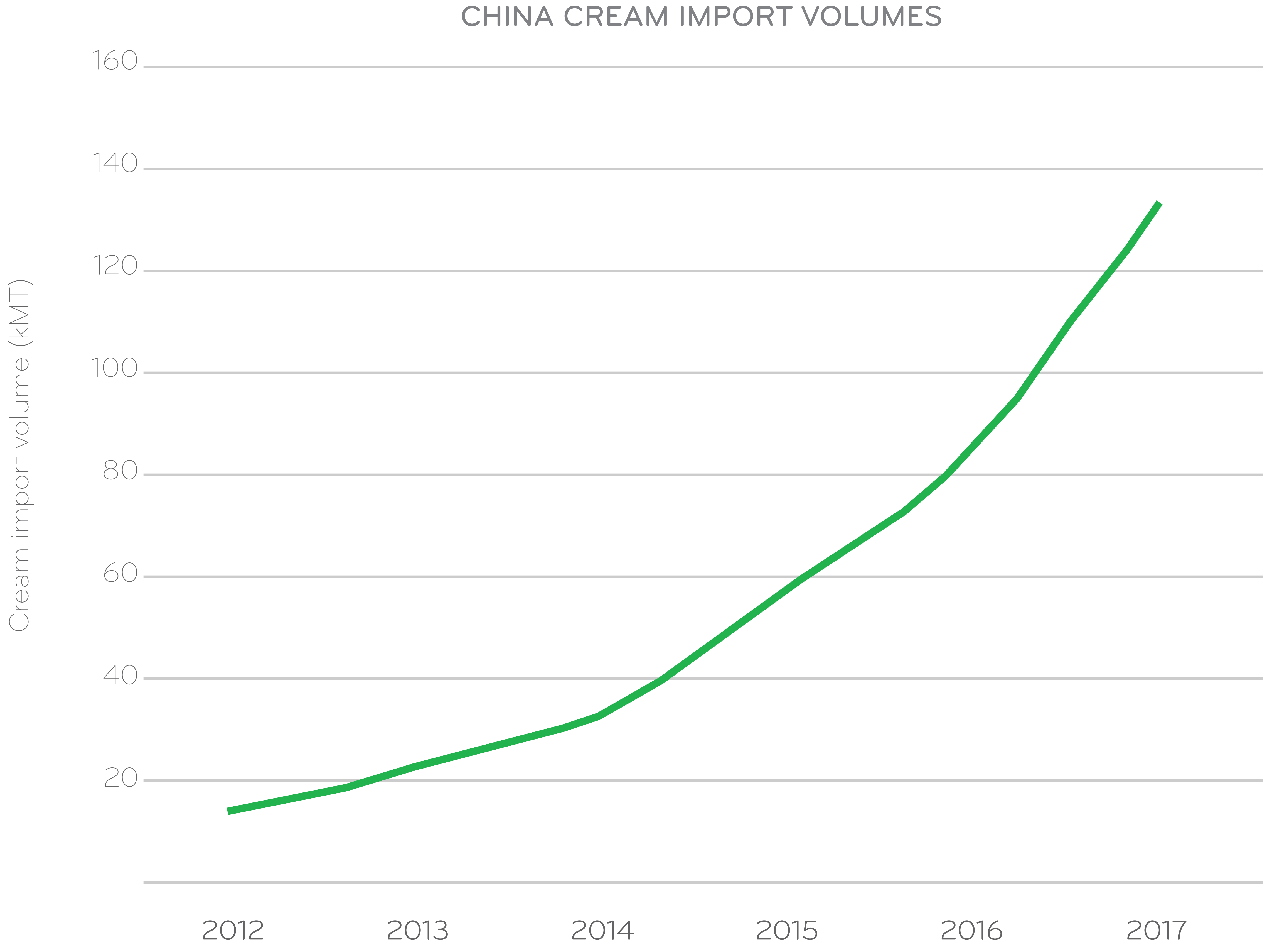
OUR CATEGORIES

DELIVERED IN CONSUMER, FOODSERVICE AND INGREDIENTS PACKAGING

	INGREDIENTS	INFANT NUTRITION	EVERYDAY DAIRY	ADULT NUTRITION
	Build Sales - People, Technical Tailor Product To Customer Need	Blending + Consumer Packaging II Wetmix II RTD Infant Formula	New initiatives Cream opportunities	Product Development Market Research RTD Blended Dairy Beverage
Diversify Markets - Categories, Customers, Geography	○	◔	●	●
Deliver Higher Value Products	◔	●	◕	◕
Adapt To A Changing World Demographic	○	◑	◑	●
Focus On B2B, But Move Closer To Customers And Consumers	◔	◑	●	◑
Build Supply Chain Integrity	○	◕	◕	◕

● Strong contributor to strategic goal   ○ Weak contributor to strategic goal

EXAMPLE OF EVERYDAY DAIRY OPPORTUNITIES: CREAM INTO CHINA



Note: 2017 value estimated based on 9 month data

BUSINESS DEVELOPMENT

Martijn Jager

DIRECTOR SALES AND BUSINESS DEVELOPMENT

DEVELOPING A CATEGORY STRATEGY

1 WHERE TO PLAY

Understand the category landscape and identify value worth pursuing

+

2 HOW TO WIN

Create and validate hypothesis on how to enter / grow the category and create sustainable value

=

3 OPPORTUNITIES

Identify the specific opportunities to pursue

+

4 PRIORITIES

Prioritise and develop the execution plan

+

5 KPIs

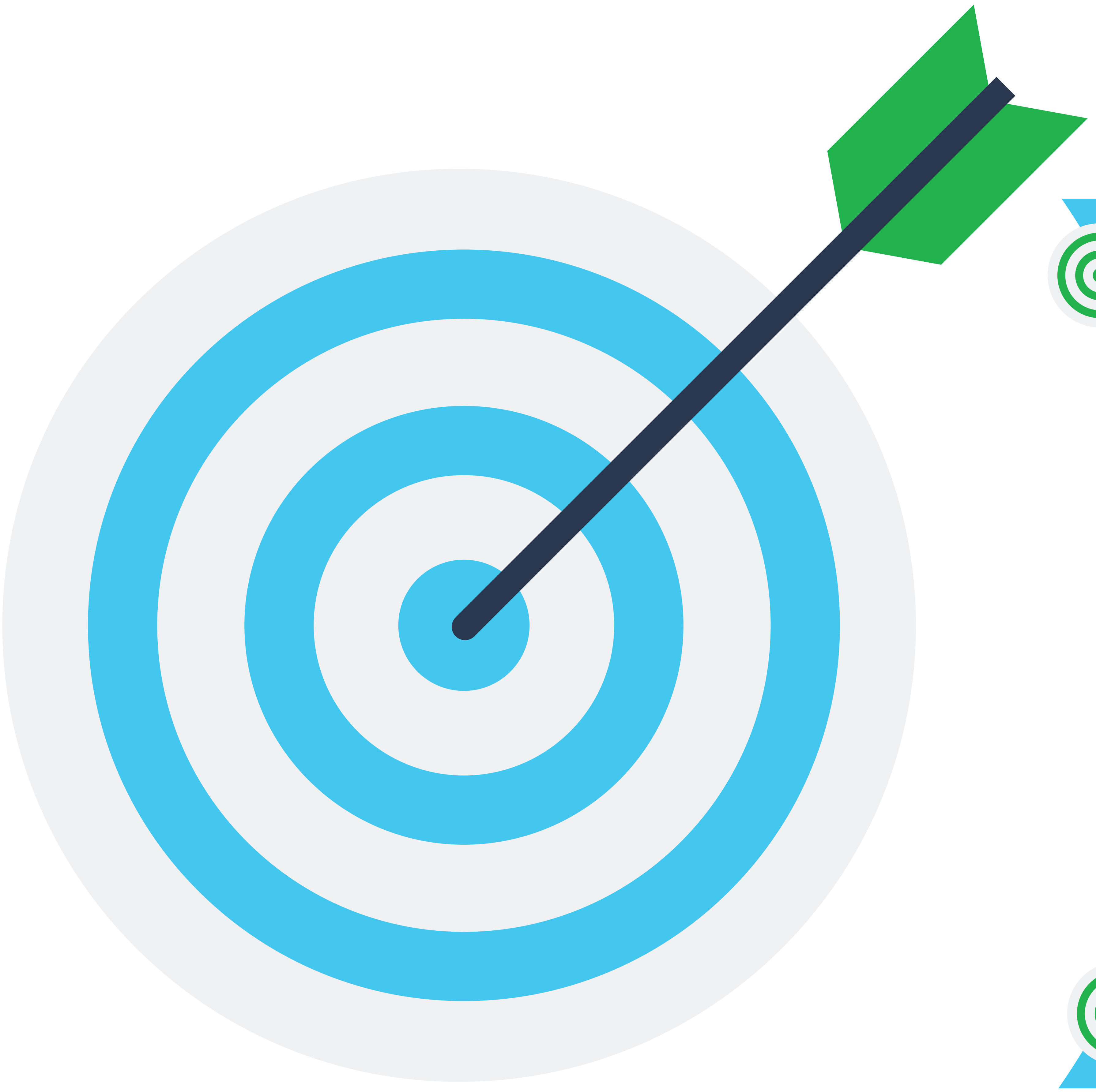
Identify and track the key and underlying KPIs that will define success

=

6 CATEGORY PLAN

The category strategy, execution plan and KPIs

CATEGORY DELIVERS VALUE TO THE BUSINESS



- TARGET THE RIGHT MARKET OPPORTUNITIES
- DELIVER OFFERINGS CUSTOMERS VALUE
- STRENGTHEN STRATEGIC CUSTOMER PARTNERSHIPS
- PROVIDE INTERNAL DIRECTION AND FOCUS
- OPTIMISE OUR BUSINESS

THE LIFE-STAGE NUTRITION LANDSCAPE

Disclaimer: Example images only, indicative of categories. No business relationship implied outside of current focus

OUR FOCUS CATEGORIES

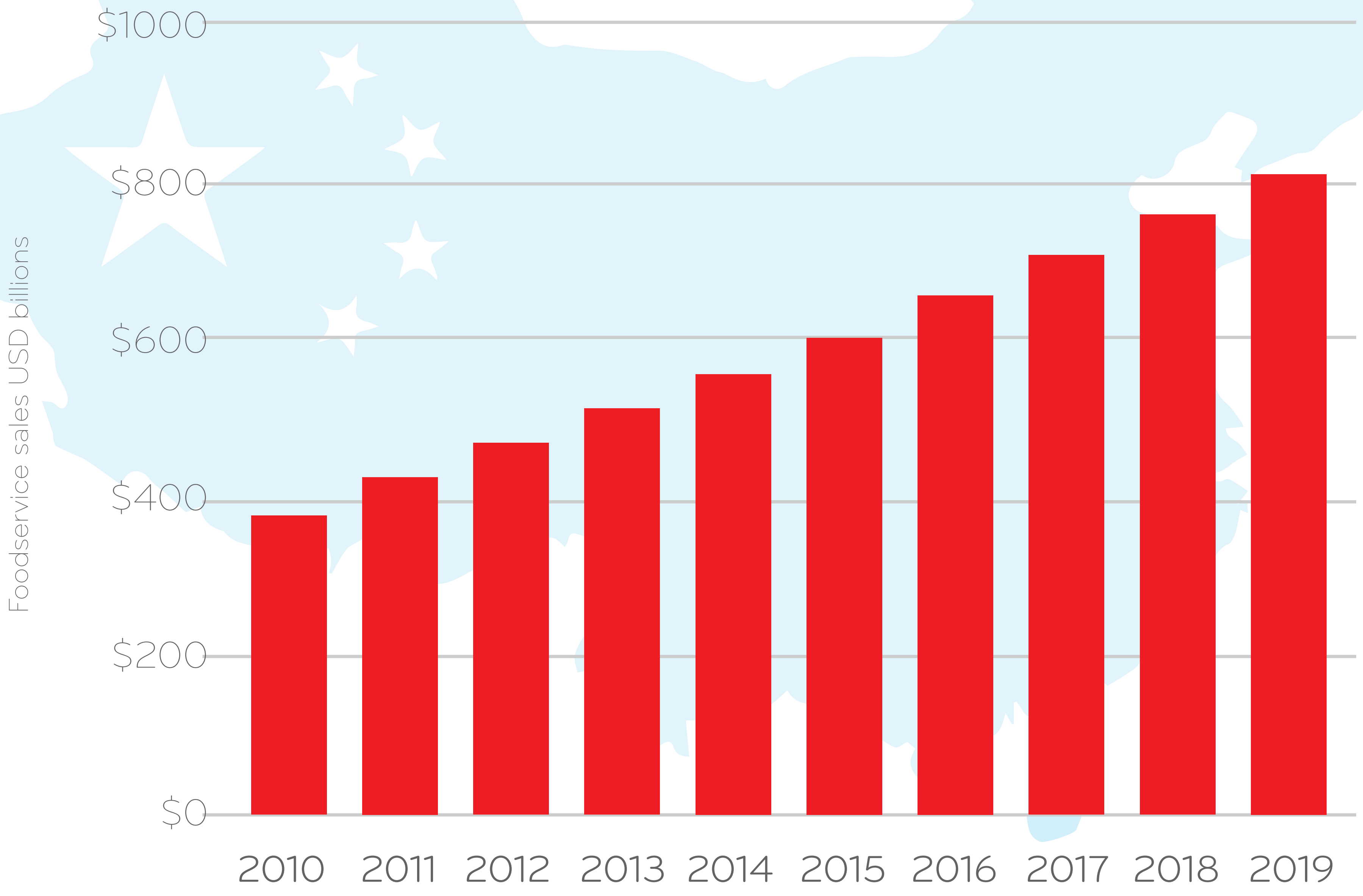
	INGREDIENTS	INFANT NUTRITION	EVERYDAY DAIRY	ADULT NUTRITION
Diversify Markets - Categories, Customers, Geography	○	◔	●	●
Deliver Higher Value Products	◔	●	◕	◕
Adapt To A Changing World Demographic	○	◑	◑	●
Focus On B2B, But Move Closer To Customers And Consumers	◔	◑	●	◑
Build Supply Chain Integrity	○	◕	◕	◕

● Strong contributor to strategic goal ○ Weak contributor to strategic goal

Note: Adult Nutrition image is an example product only

EXAMPLE: THE EVERYDAY DAIRY OPPORTUNITY IN FOODSERVICE

THE CHINA FOODSERVICE SECTOR IS GROWING STRONGLY



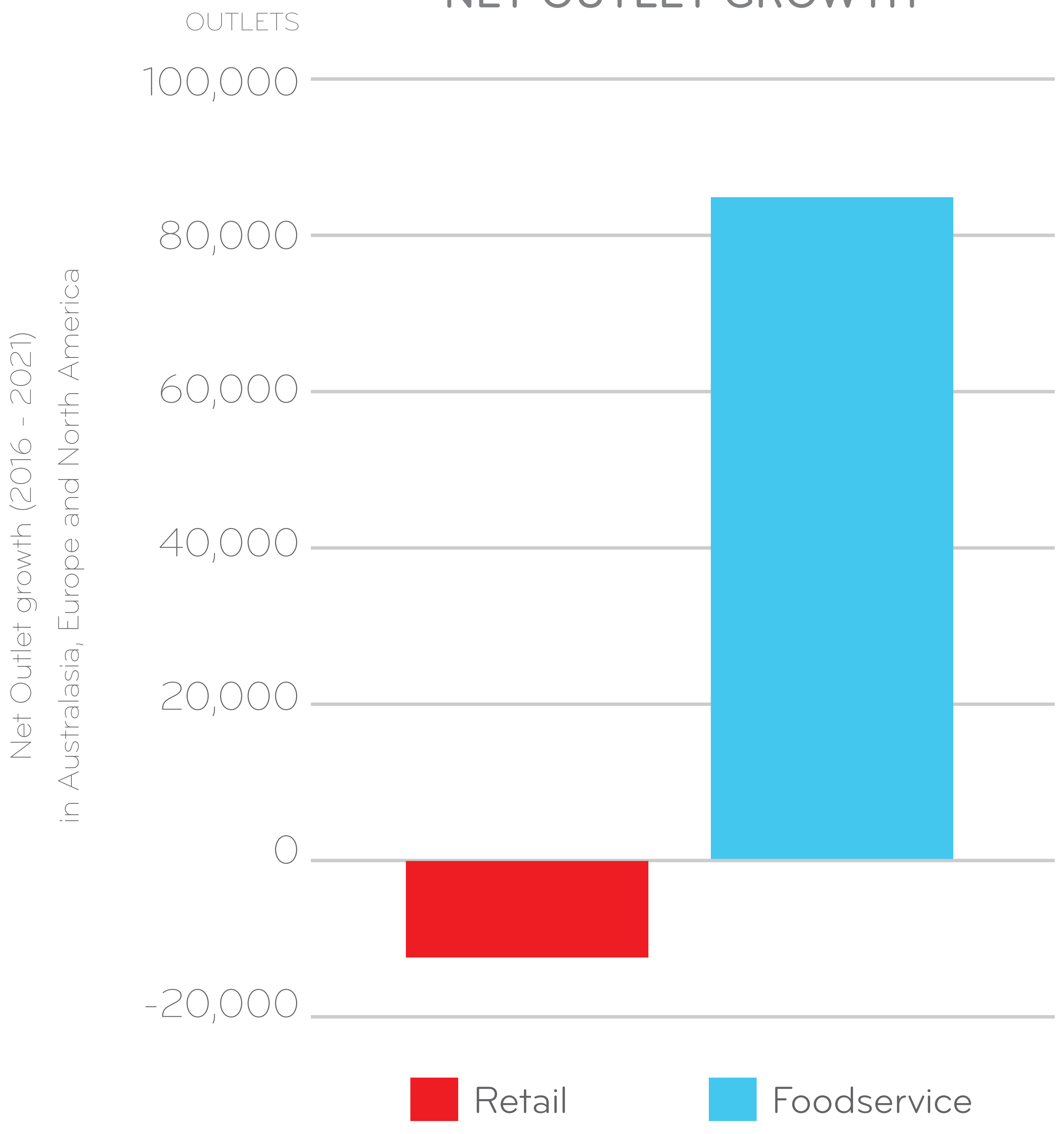
DRIVEN BY GROWING PURCHASE POWER & TIME-PRESSURED LIVES

Whilst retail is declining

"Global explosion in interest, activity, and spending on good-quality food and drink"

Euromonitor

NET OUTLET GROWTH



FOODSERVICE COVERS OUT-OF-HOME CONSUMPTION

NON-COMMERCIAL

Includes; hospitals, rest homes, prisons, businesses, and education

COMMERCIAL

Includes; restaurants, catering, retail, airlines and cruise ships

Source: Statista, © Euromonitor International

EXAMPLE: WHIPPING CREAM IS A HIGH GROWTH OPPORTUNITY

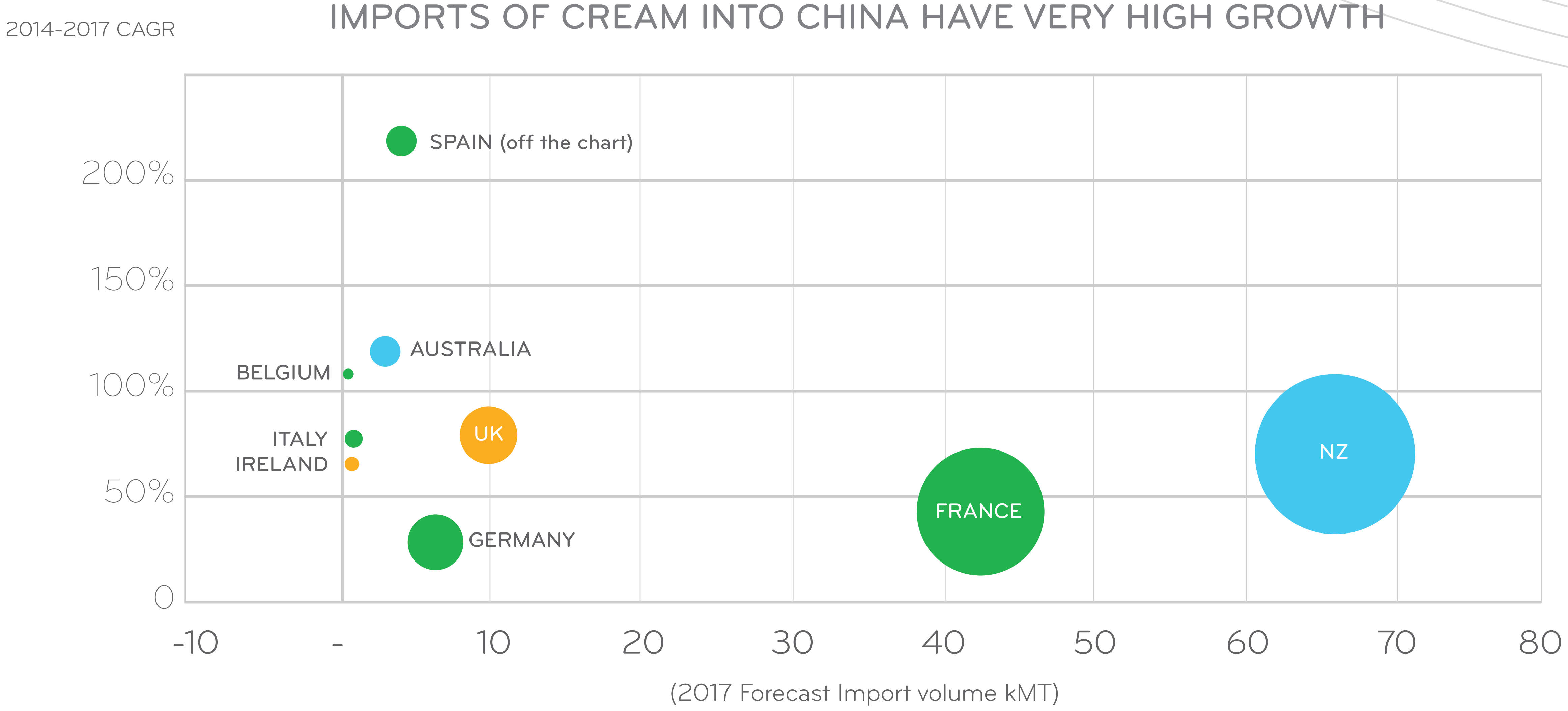
Double digit growth is forecast to continue

- Cream is predominantly used in bakery, and tea and coffee outlets
- Trends towards natural, safe and premium products are driving conversion from non-dairy to dairy

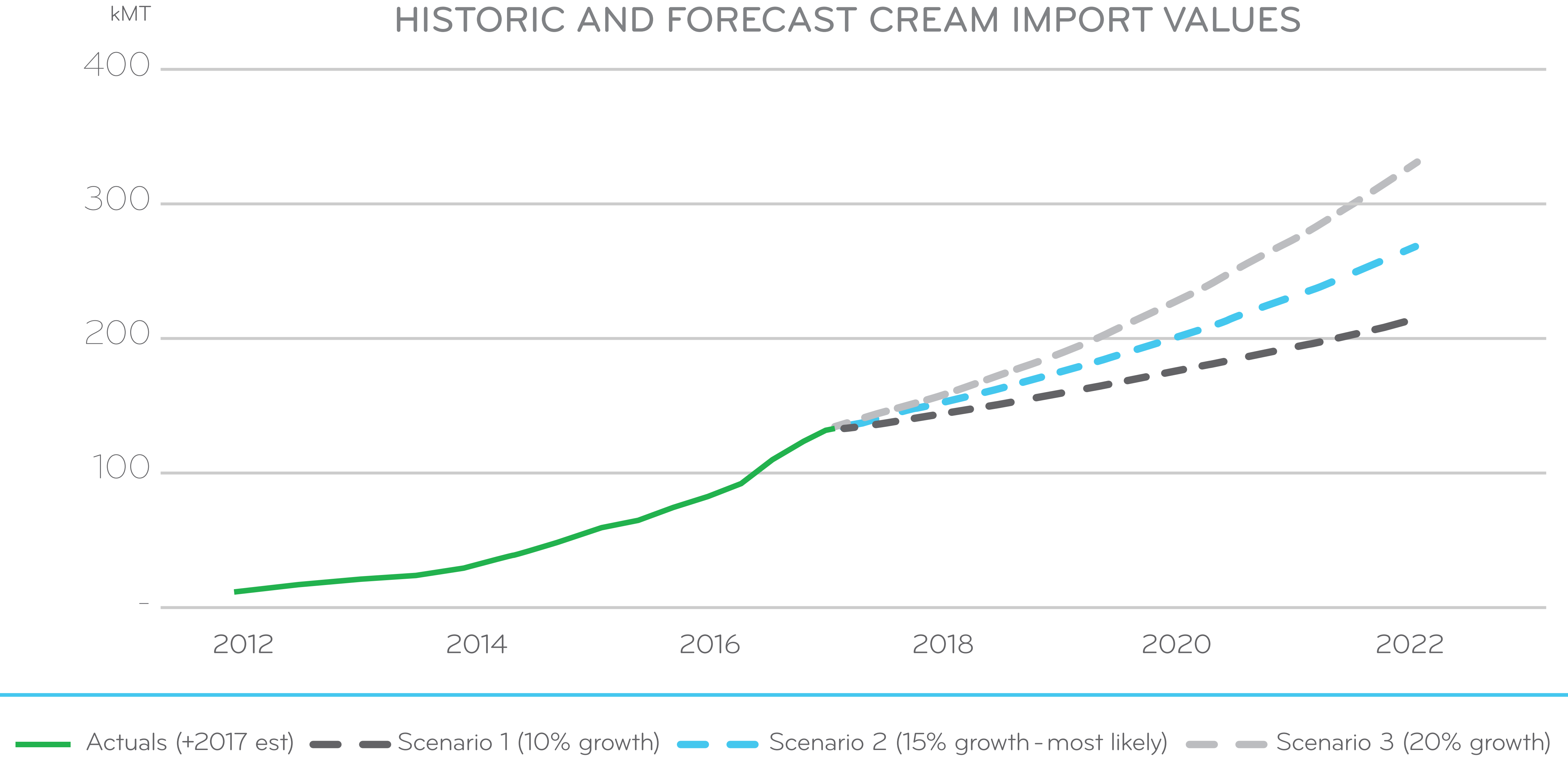
New Zealand will have a tariff advantage by 2022

- Imports into China from New Zealand will no longer be subjected to any tariff from 2022, giving a benefit of 15% over most other markets

IMPORTS OF CREAM INTO CHINA HAVE VERY HIGH GROWTH



HISTORIC AND FORECAST CREAM IMPORT VALUES

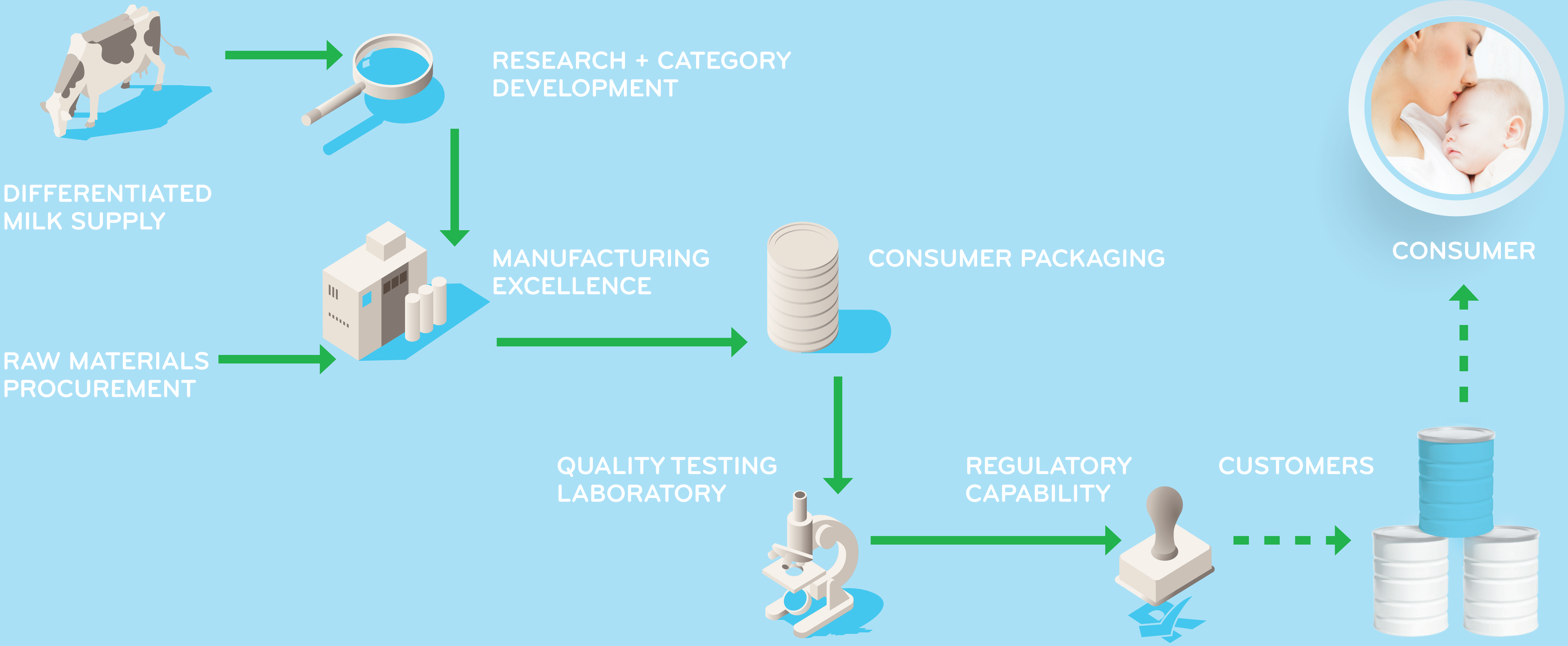


Source: Orrani and Synlait estimates

LEVERAGING SYNLAIT STRENGTHS

- **Strong Partnerships**
- Leveraging full supply chain to create value add products
- Strong route to market

SYNLAIT ADDS VALUE FROM FARM TO CONSUMER



RESEARCH AND DEVELOPMENT

Roger Schwarzenbach

GM INNOVATION AND TECHNICAL SERVICES

SYNLAIT INNOVATION AND TECHNICAL - HIGHLY CAPABLE TEAM

- Technical team building to **32 highly skilled and experienced scientists and technologists**
- **Six managers** have average **experience of 23 years** gained from some of the **biggest global food companies and markets**
- **Strong innovation partnerships with leading research** organisations within New Zealand
- **Investing around $7m in 2017** into research and category development
- **Plan to double R+D expenditure over the next two years**
- **Research and development centre** in Palmerston North will continue to build expertise and capability in food technology

R+D COVERS EVERY STAGE OF THE VALUE CHAIN

MANUFACTURING EXCELLENCE

- Improvement in right first time production
- Higher throughput on existing capital
- Superior quality and performance

NEW PROCESS DEVELOPMENT

- Develop cutting-edge processes
  - Alternative processes to protect sensitive nutritional components
  - Superior functionality and performance

DIFFERENTIATED MILK SUPPLY

- Differentiated premium milks (e.g. a2™, Grass Fed™, superior protein quality)
- Superior natural nutrition and performance

NEW PRODUCT DEVELOPMENT

- Differentiated ingredients, consumer products and value propositions
- Regulatory verification and alignment
- Superior functionality and application performance

ON-FARM

- Superior quality milk, e.g. through on-farm practices
- Develop analytical methods to prove superiority

TECHNICAL SUPPORT / CUSTOMER SUPPORT

- Claims and marketing support
- Complaint investigation and resolution
- Science and nutrition substantiation

R+D CAPABILITY ACROSS MANY DISCIPLINES

Nutrition and health are
a cornerstone of Synlait

But we also have broader R+D capability that we are continuing to strengthen

NUTRITION SCIENTIST LOOKS AT THE EFFECTS OF FOOD COMPONENTS ON HEALTH

Helps understand what **health benefit** a product provides to the consumer.

DAIRY SCIENTIST / FOOD CHEMISTS

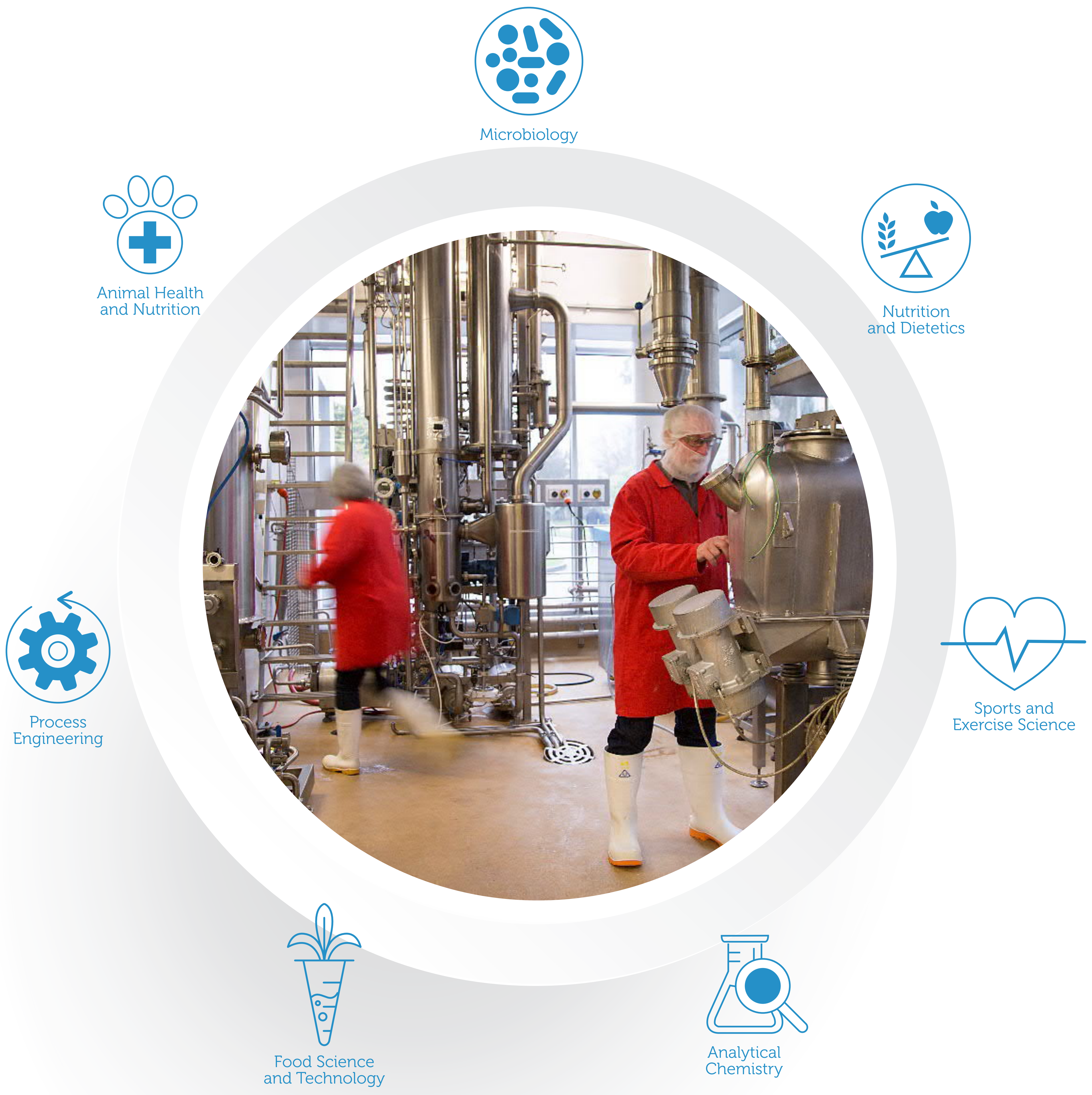
Helps understand the chemical processes and interactions of dairy components. Key for understanding how certain ingredients will behave in our products.

FOOD TECHNOLOGIST / FOOD ENGINEERS

Helps understand how processing affects products, and help explore new and advanced processing technologies.

MASSEY AND FOODPILOT CORE TO DELIVERING SYNLAIT'S ASPIRATIONS

- **Largest and best equipped publically accessible pilot plant** in the Southern Hemisphere
- Massey University offers access to an **extensive network of expertise**
- Trained chefs, food technologists and scientists
- **Extensive lab facilities** covering multiple disciplines
- Palmerston North the hub of dairy R+D in New Zealand (surrounded by CRI's Ag Research, Plant and Food)
- Synlait facilities include large office and own R+D laboratory



BUSINESS TRANSFORMATION

Chris France

DIRECTOR STRATEGY AND BUSINESS TRANSFORMATION

SUPPORTING DIVERSIFICATION

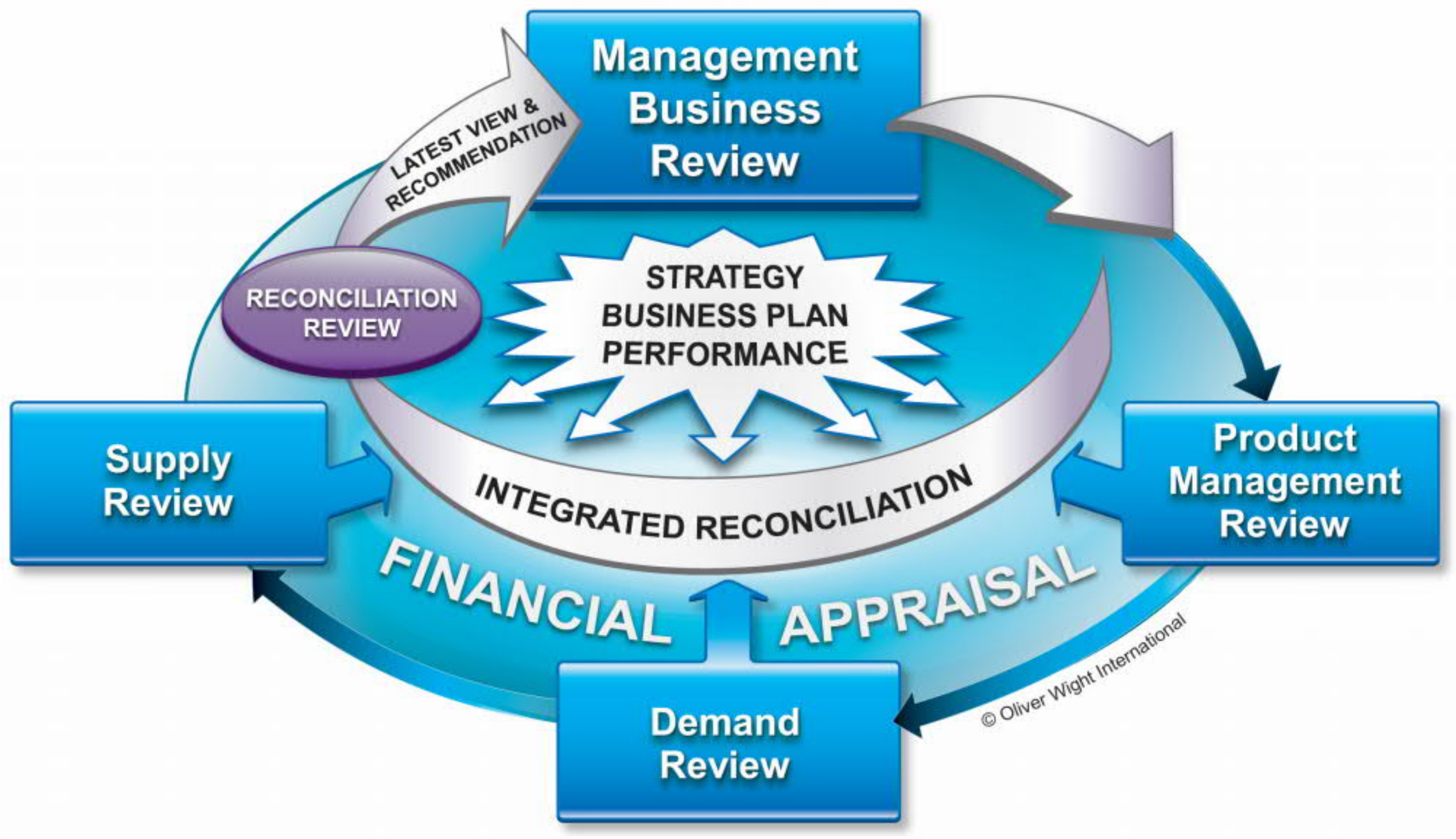
- Over the last two years we have established processes, methodology and tools to support our projects
- Our diversification strategy creates an increasingly complex portfolio of inter-related projects
- This year we are introducing formal **Project Portfolio Management** to create better visibility and improved governance over our projects and programs

PwC third global survey on current state of project management found that the adoption of Portfolio Management increased the five key performance indicators – scope, time, cost, quality and business benefit

UNLOCKING VALUE

"... We run our plants close to capacity so planning is important..."

During FY17 we introduced the Oliver Wight Integrated Business Planning (IBP) process to better align to strategy and business operations (supply, demand, product development and strategic projects) over a three year time horizon, on a monthly basis.



"Data is the key to improving performance"

- During FY16 we introduced the balanced scorecard concept across the business.
- In FY17 we extended the scorecards deeper into the business and aligned individual manager targets.
- In FY18 we extend this by introducing profit and loss reporting to responsibility centres, and by cascading the scorecard measures into key performance indicators for each employee.

ENABLING GOOD PRACTICE

We have commenced a significant project to:

- re-engineer our **business processes**
- reconfigure our **information technology**
- refresh our **systems and data architecture**
- remove cost and **enable growth**

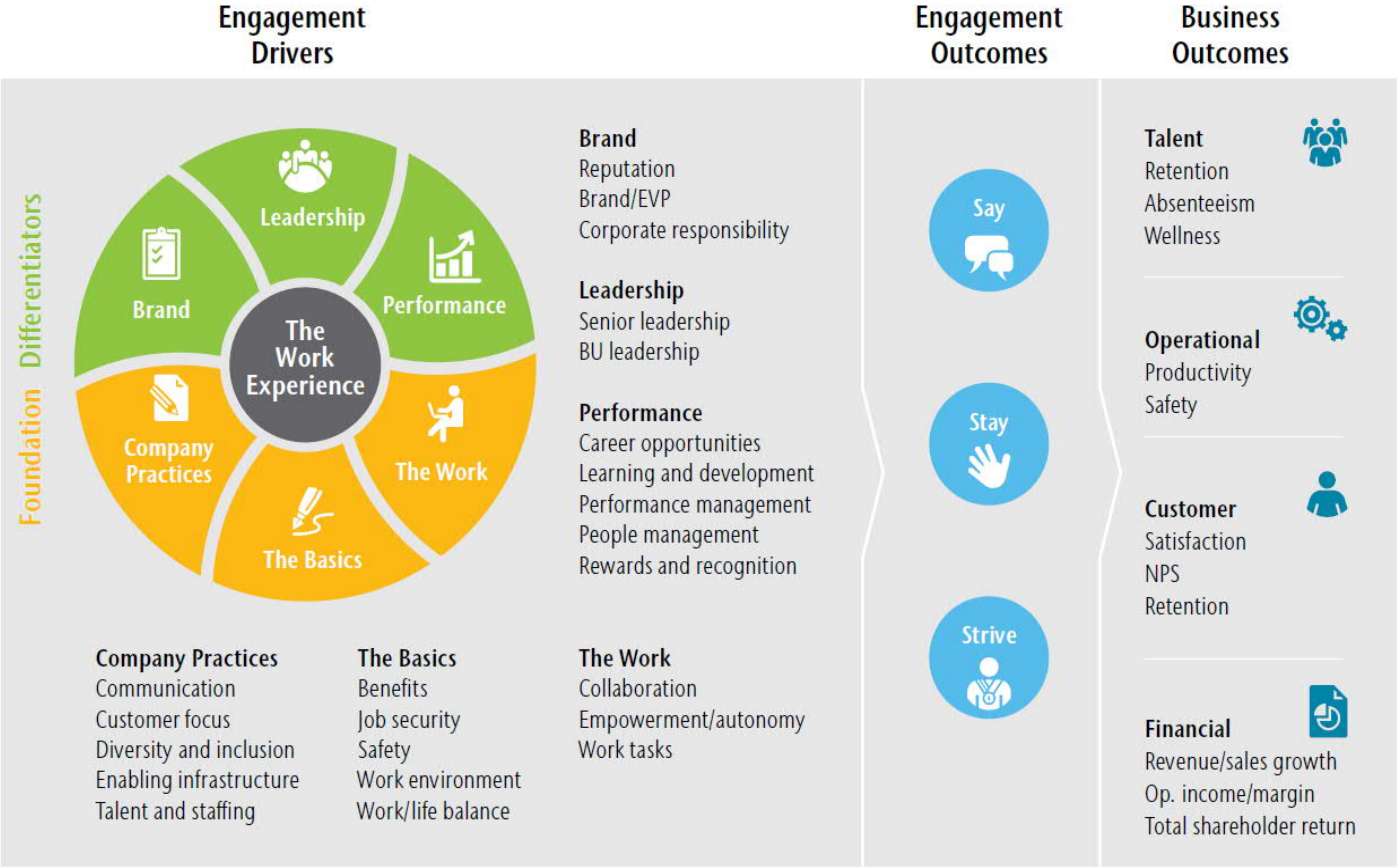
We will invest approximately $10m in this project over the next two years

PEOPLE AND CULTURE

Boyd Williams

DIRECTOR PEOPLE, CULTURE AND PERFORMANCE

KEY DRIVERS OF ENGAGEMENT



Source: Aeon-Hewitt

BUILDING AN ENGAGED WORKFORCE AT SYNLAIT

Engagement Improvement Actions include:

LEADERSHIP

- Synlait Leadership Model providing increased expectations of People Leaders
- Leadership Talent Review
- Increased investment in leadership training and development (Gallup and SLII)

BRAND

- ESP programme being developed

PERFORMANCE

- Refreshed performance management process (Perform and Grow)

COMPANY PRACTICES

- Strengthened employee communication (Team Briefing)

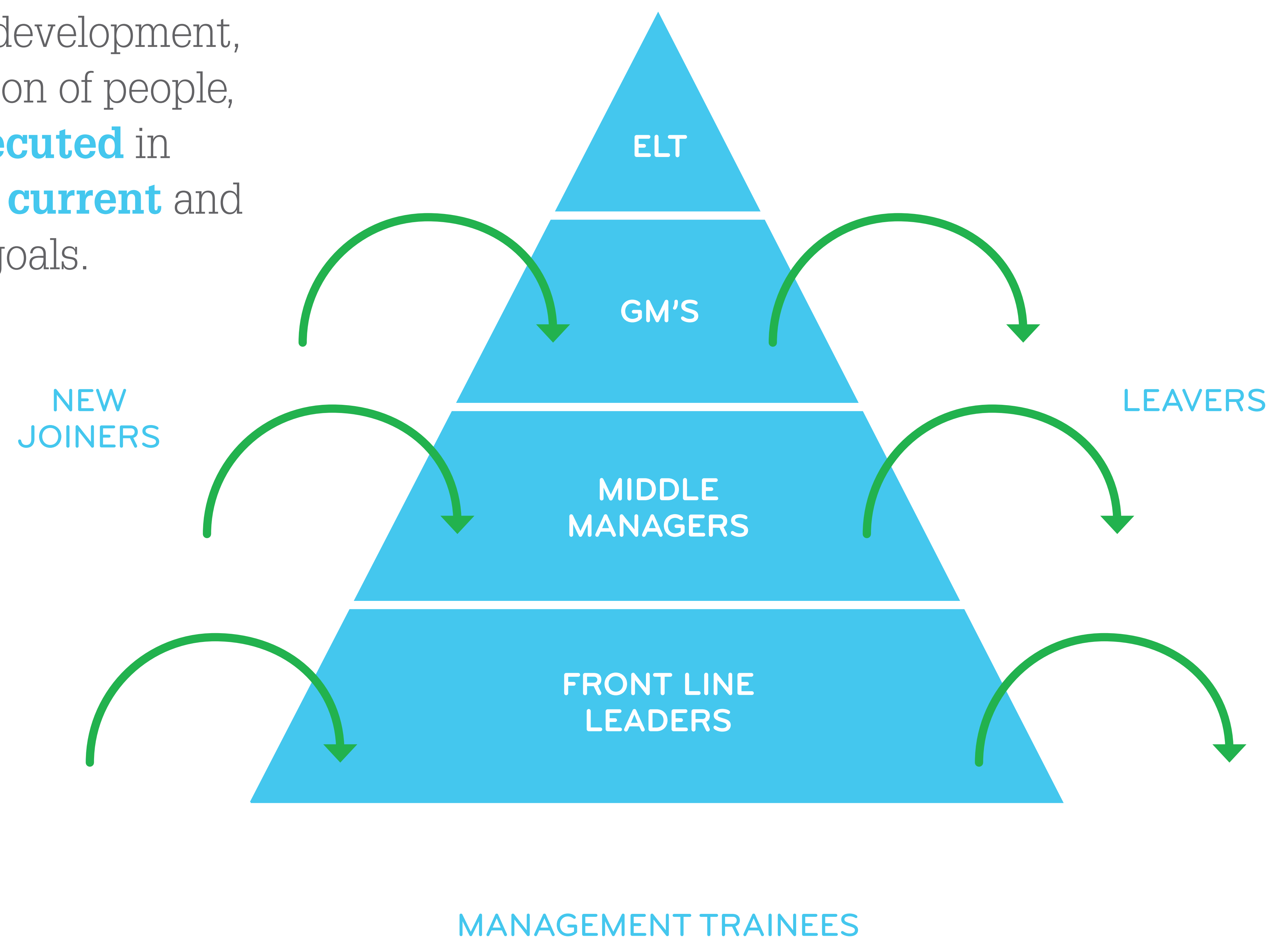
THE BASICS

- Focus on hierarchy of controls for critical risks
- Embedding "Just" culture to improve staff engagement in all matters safety

CLOSING THE GAP BETWEEN THE CURRENT TALENT AND THE TALENT SYNLAIT WILL EVENTUALLY NEED

FLOWS OF HIGH POTENTIAL TALENT – BUY VERSUS BUILD

The recruitment, development, promotion, retention of people, **planned** and **executed** in line with Synlait's **current** and **future** business goals.



ANNUAL TALENT REVIEW PROCESS

LEADERSHIP COMPETENCY MODEL

MANUFACTURING

Antony Moess

GM MANUFACTURING

UNLOCKING INFANT FORMULA DRYER CAPACITY

CONTRACTED FARMS

APPROX 200 (FY17)

- 60 a2 MILK™ FARMS → 19.8m
- 23 GRASS FED™ FARMS → 6.9m
- 26 LEAD WITH PRIDE™ FARMS* → 8.8m
- 89 REGULAR FARMS → 27.6m

MILK SOLIDS

65.0m kgMS (FY17)

- 19.8m
- 6.9m
- 8.8m
- 27.6m
- 1.7m Other Suppliers

WETMIX KITCHENS

80,000 MT MAX. CAPACITY

- 40,000 MT
- 40,000 MT (Commissioned Nov 17)

THREE HIGH SPECIFICATION SPRAY DRYERS

120,000 MT MAX. CAPACITY

- D3 (INFANT FORMULA CAPABLE) 40,000 MT
- D2 (INFANT FORMULA CAPABLE) 40,000 MT
- D1 (INFANT-GRADE WMP + SMP) 40,000 MT
- 20,000 MT AMF[1] PLANT

New Wetmix kitchen enables both of our large-scale infant formula spray dryers to simultaneously manufacture infant formula base powder.

CONSUMER PACKAGING

87,000 MT TOTAL CAPACITY

BASE POWDER →

- 32,000 MT (CANNING) DUNSANDEL
- 32,000 MT (CANNING) AUCKLAND (Commissioned Nov 17)
- 23,000 MT SACHET LINES PLANNED

CUSTOMERS

Synlait Auckland's new blending and canning line doubles our canned infant formula capacity.

*Some Lead With Pride™ farms also supply a2 Milk™ and Grass Fed™, total Lead With Pride™ farms is 50.

Note: [1] AMF = Anhydrous Milk Fat

QUALITY IS DESIGNED INTO OUR FACTORIES

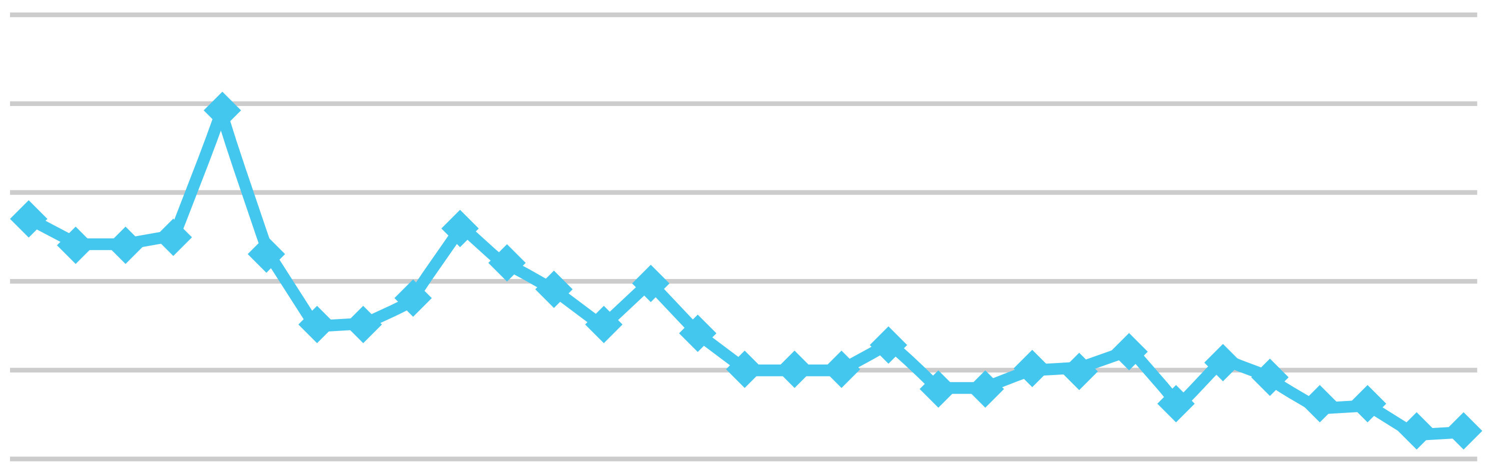
- **State-of-the-art equipment.** Dryers <6 years old, canning <3 years old
- **The RMP (risk management program)**. Spans on-farm practices, milk collection, material sourcing and manufacturing processes through to laboratory testing, warehousing and logistics. All externally audited every three months
- **Building design, Red-Line and clothing controls, staff training and HACCP**. Heat treatment, magnets and x-ray. 160 tests and checks across each run and a further 60 daily GMP checks. Our air filtration is the same standard as a hospital operating theatre

RELIABILITY PACKED INTO EVERY CAN

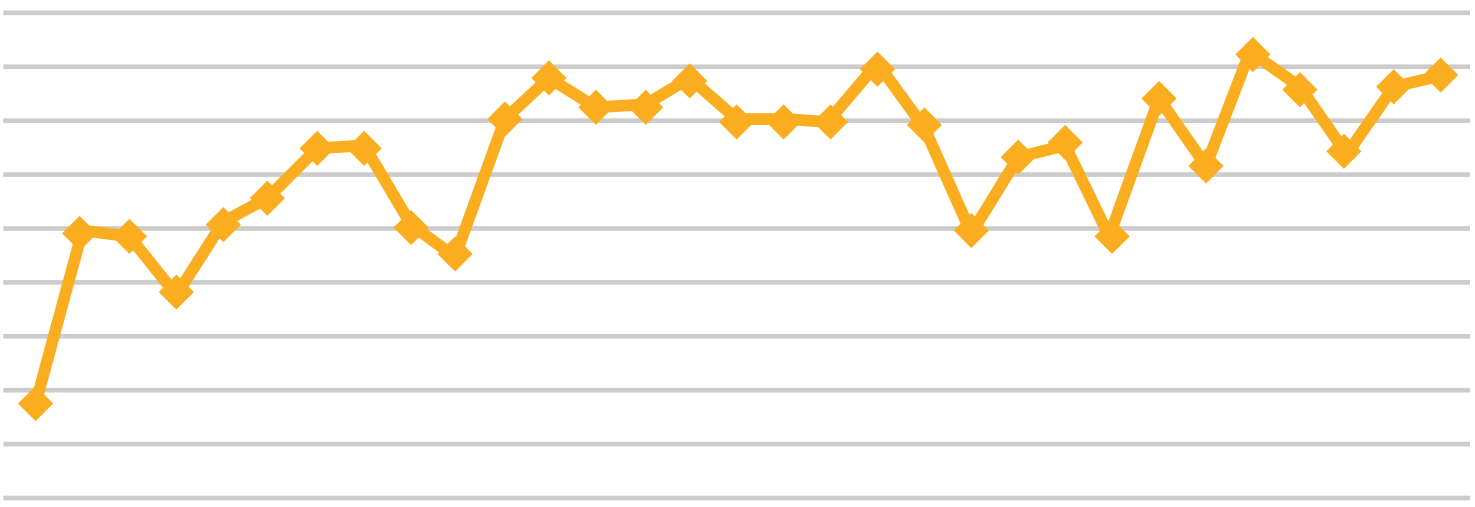
- **Synlait has licensed Proctor and Gamble's manufacturing system** and is deploying it across all factories as a standard way of working. Refined over the past 30 years and deployed across more than 200 sites globally – both within P+G and externally
- It contains an interconnected set of **daily management processes that drive reliability** and over time, a lower cost per MT
- It aims for both **zero waste** as well as **100% employee involvement**
- **Synlait will invest $2.5m** over the next two to three years and expects the returns to be several multiples of this investment

MANUFACTURING EXCELLENCE FOCUSSES ON A FEW KEY METRICS TO DRIVE IMPROVED RELIABILITY

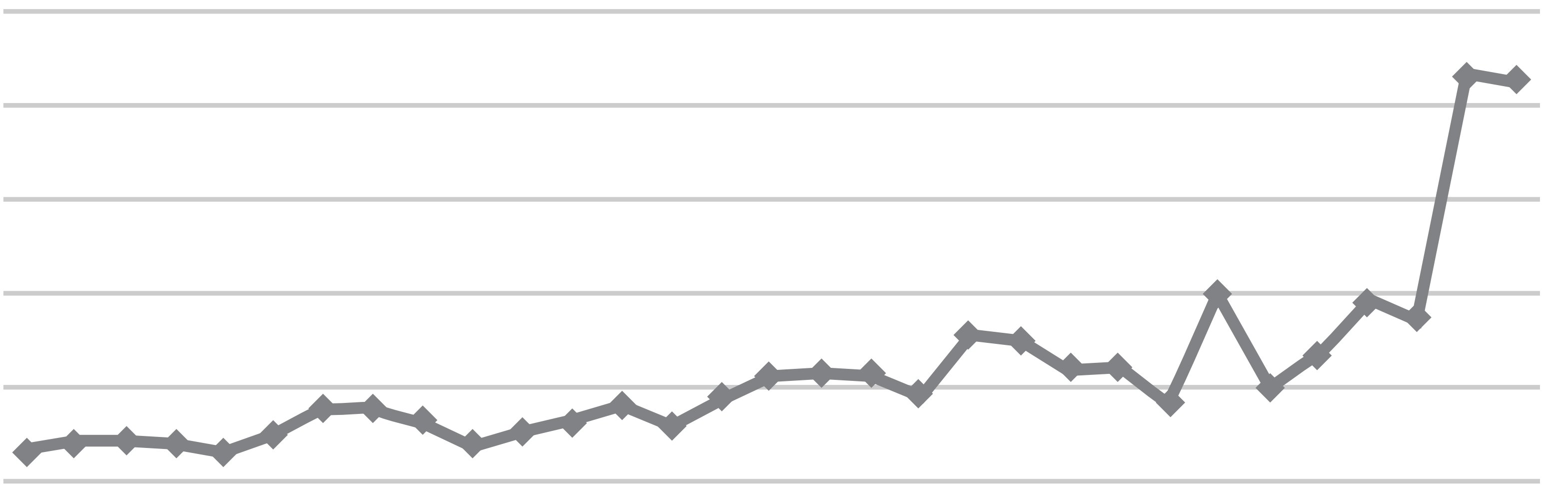
#STOPS PER DAY



OVERALL EQUIPMENT EFFECTIVENESS



MEAN TIME BETWEEN FAILURES



MANUFACTURING RELIABILITY ENABLES END TO END SUPPLY CHAIN IMPROVEMENTS

- **Improved manufacturing reliability** over time enables a lower level of direct labour, lower inventory holding and the ability to focus on end to end lead time

- **Short-term focus is on planned and unplanned downtime** in order to meet demand. In conjunction with capital expansion of Canning and Wetmix capacities

- **Longer-term focus is on creating a culture that constantly drives towards zero waste**, a fully engaged team and end to end lead-time reduction with world-class facilities and quality standards

CLOSING REMARKS

John Penno

MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

Nigel Greenwood

CHIEF FINANCIAL OFFICER

CLOSING REMARKS

- **Synlait will remain a growth company on multiple fronts**
    - **Organic growth** in the categories it has chosen to compete
    - **Geographical growth** as Synlait diversifies
    - **New category growth** as Synlait diversifies
- **Synlait's competitive advantage lies in its full service offering to customers**
- **Synlait has a track record of moving up the value chain** from dairy commodity powders, to infant formula – looking to replicate this approach in new categories
- **Balance sheet and bench strength** to launch next wave of growth
- **Continue to see significant demand growth** across multiple categories / products

LUNCH

SITE TOUR

synlait™

making more from milk

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