



Fonterra Shareholders' Fund 2022 Annual Meeting

14 November 2022

A tall, clear glass filled with white milk, with a white straw inserted. The glass sits on a light-colored tablecloth. In the background, there is a bowl of fruit including oranges and lemons, and a person's arm is visible. The background is softly blurred.

John Shewan

Chair

FSF Management Company

Online question process

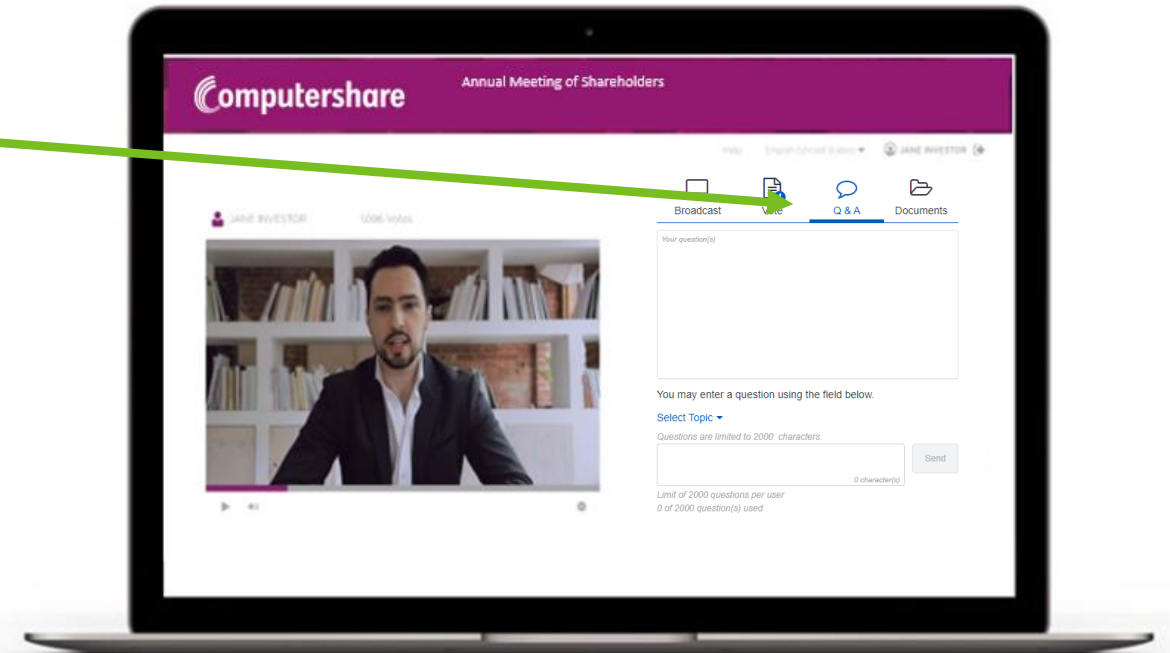
Shareholder & Proxyholder Q&A Participation

Written Questions:

- Questions may be submitted ahead of the meeting
- 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

Help:

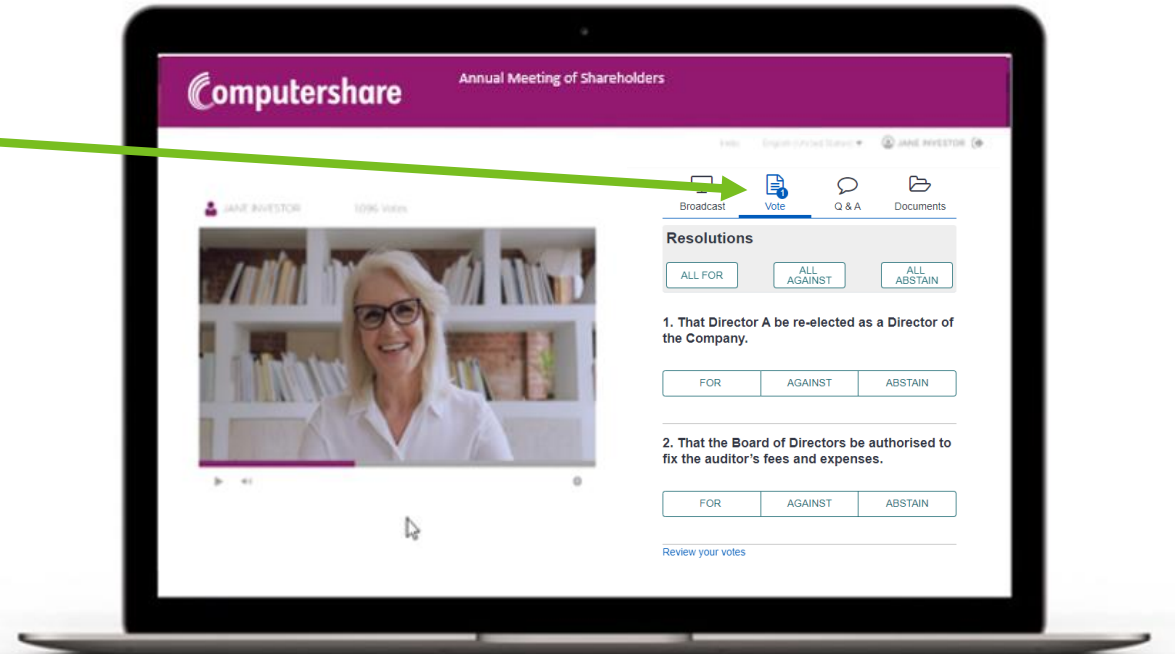
- The Q&A tab can also be used for immediate help
- If you need assistance, please submit your query in the same manner as typing a question and a Computershare representative will respond to you directly



Online voting process

Shareholder & Proxyholder Voting

- Once the voting has been opened, the resolutions 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
- You can vote for all resolutions at once or by each resolution
- Your vote has been cast when the tick appears
- To change your vote, select 'Change Your Vote'



Agenda

Welcome and introductions

John Shewan

FSF Management Company Chair's address

John Shewan

Fonterra Chair's address

Peter McBride

Fonterra Management's address

Chris Rowe

Questions

Resolutions to elect Carlie Eve and Alastair Hercus

John Shewan

Addresses by Carlie Eve and Alastair Hercus

Carlie Eve, Alastair Hercus

General Business

John Shewan

Address by retiring Chair

John Shewan

FONTERRA
SHAREHOLDERS'
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Fonterra Shareholders' Fund

Board of Directors



John Shewan
Chair



Kim Ellis



Mary-Jane Daly



Donna Smit



Andy Macfarlane

Fonterra Team



Peter McBride



Miles Hurrell



Chris Rowe



Simon Till



Andrew Cordner

FSF Management Company Chair's address

Improved performance in 2022

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- Fonterra delivered a strong financial result, driven by its Ingredients portfolio
- Good progress on key drivers of Fonterra's strategy, focusing on New Zealand milk, sustainability, and dairy innovation and science
- Increased working capital has driven higher debt levels but will improve as working capital returns to normal levels in FY23

**Reported profit
after tax¹**

\$583 million

**Normalised profit
after tax¹**

\$591 million

Earnings per share²

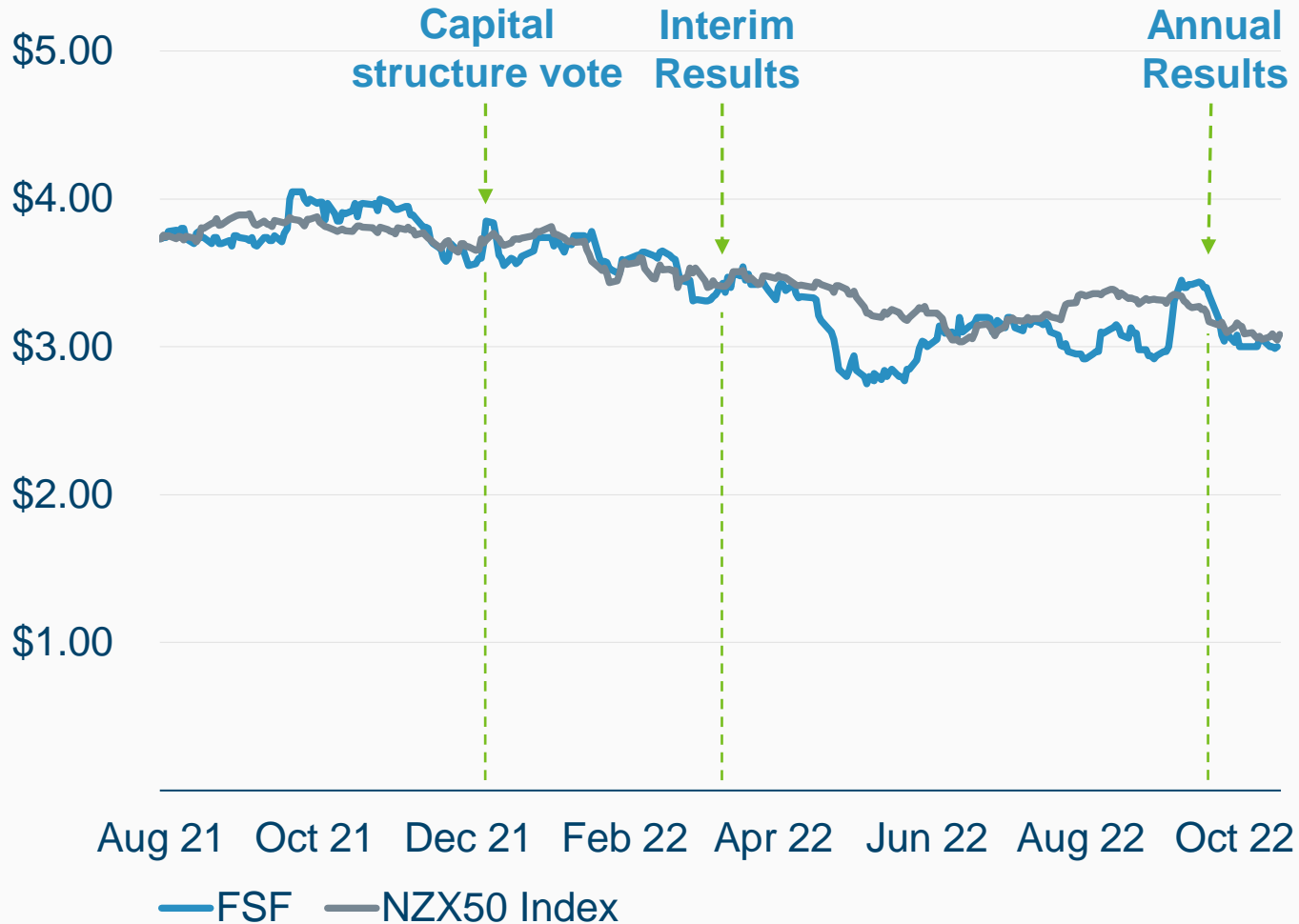
35 cents

Note: For the year ended 31 July 2022.

1. Includes Continuing and Discontinued Operations. Includes amounts attributable to non-controlling interests.

2. On a normalised basis and excludes amounts attributable to non-controlling interests.

Unit price impacted by overhang of capital structure implementation

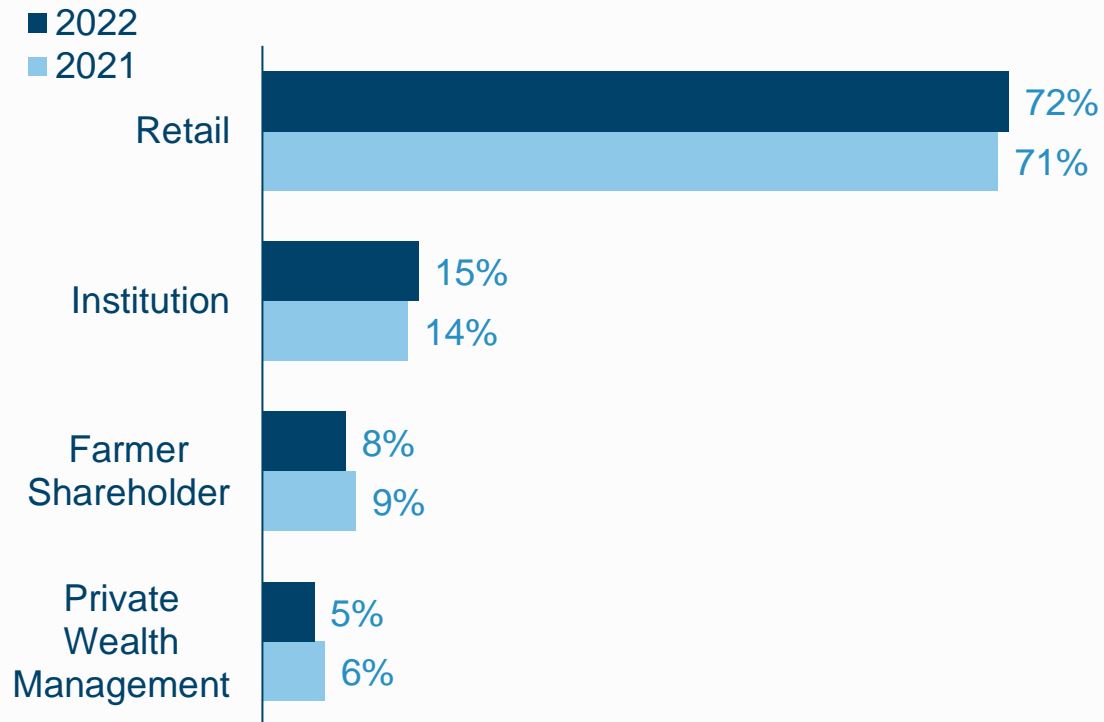


- **Release of FY22 interim results**
Down 8.4%, from \$3.71 to \$3.40
(1 August 2021 – 17 March 2022)
- **Release of FY22 annual results**
Down 8.4%, from \$3.71 to \$3.40
(1 August 2021 – 22 September 2022)

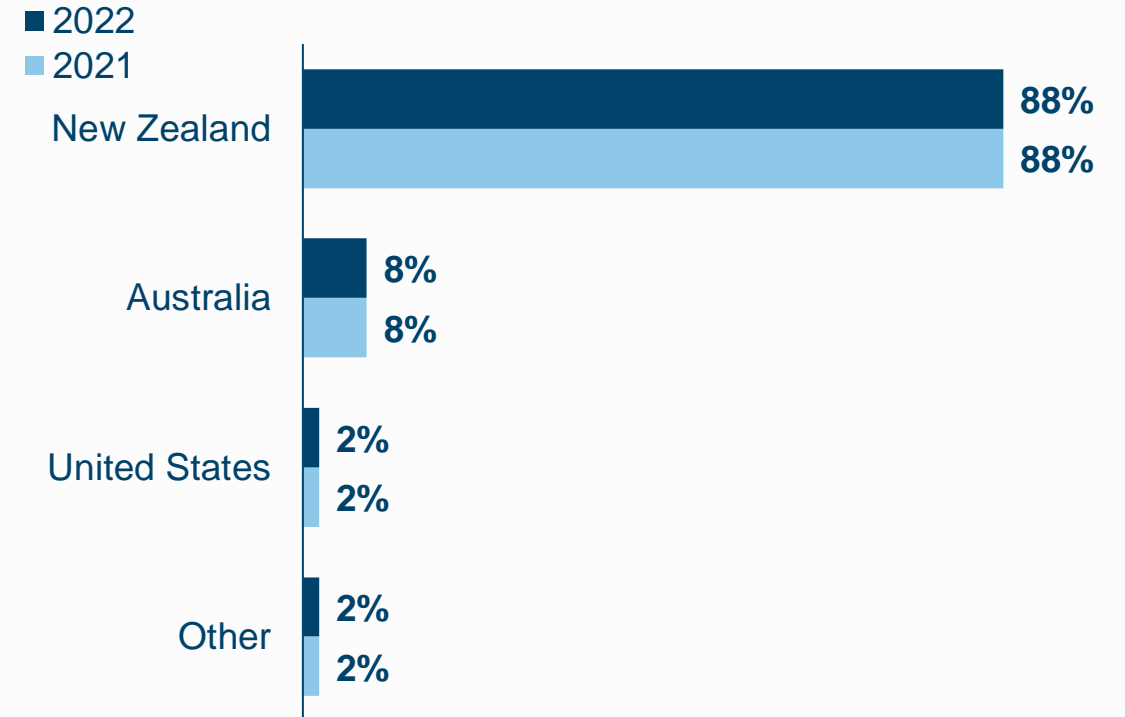
Unit register analysis

- Small increase in retail and institution holdings
- Majority of register held in New Zealand, with offshore holdings stable

Investor Type



Investor Location



Key Fund statistics as at 11 November 2022

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Units on Issue ¹ :	107 million	no change
Fund Market Capitalisation ¹ :	\$325 million	\$93m ↓
Fonterra Market Capitalisation ¹ :	\$4.2 billion	\$1.1b ↓
Fund Size ^{1,2} :	6.7%	no change
Unit Price 12-month High/Low ³ :	\$3.96 (11 Nov 21) / \$2.75 (10 May 22)	

1. At 11 November 2022, relative to 11 November 2021.

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

3. 12 month period, 11 November 2021 – 11 November 2022.

A glass of milk with a straw, with a bowl of fruit and a person in the background.

Peter McBride

Chair

Fonterra Co-operative Group

We're on track for 2030

	FY20 Actual	FY21 Actual	FY22 Forecast	FY22 Actual	FY30 Year 9 Target
Improved performance					
Milk Price per kgMS (\$)	\$7.14	\$7.54		\$9.30	
Normalised EBIT (\$m)	\$879m	\$952m	\$875-\$975m	\$991m	\$1,325-\$1,425m
Earnings per share (CPS)	24c	34c	25-40c	35c	55-65c
Return on capital	6.6%	6.6%	6.5-7.0%	6.8%	9.0-10.0%
Financial position					
Capital investment (\$m)	\$525m	\$608m	\$650m	\$617m	\$980m
Debt to EBITDA ratio	3.3x	2.7x	2.4x	3.2x	<2.5x
Gearing ratio	44%	39%	35%	42%	<35%
Dividend to shareholders					
Dividends (CPS)	5c	20c	15-20c	20c	40-45c

Flexible Shareholding on track

Government is
supportive



Expect legislation
to progress
through Select
Committee this
year



Implement as
soon as possible



Market making
arrangements and
transitional buy
back in place



Measurement
statement issued
confirming new
minimum
shareholding



Our strategy is built on a strong platform

Our strategic long term aspirations and targets to 2030



PERFORMANCE TARGETS

40–50%

EBIT increase
from FY21

~9–10%

Return on capital

Increase dividends to
~40–45
cents per share

Aspiration to be
Net zero
by 2050



INVESTMENT

~\$1 billion

in sustainability

~\$1 billion

moving more milk to
higher value products

~\$160m

per annum in
R&D

~\$2 billion

for mix of
investment in
further growth and
return to
shareholders



DISTRIBUTION OF FUNDS

~\$1 billion

Intended to be distributed to shareholders after asset sales

A tall, clear glass filled with white milk, with a white straw inserted. The glass sits on a light-colored surface. In the background, out of focus, are people and a bowl of fruit including oranges and lemons.

Chris Rowe

Acting Chief Financial Officer
Fonterra Co-operative Group

We've had a good year

Farmgate Milk Price
\$9.30 per kgMS

Dividend
20c per share

Reported profit after tax
\$583 million

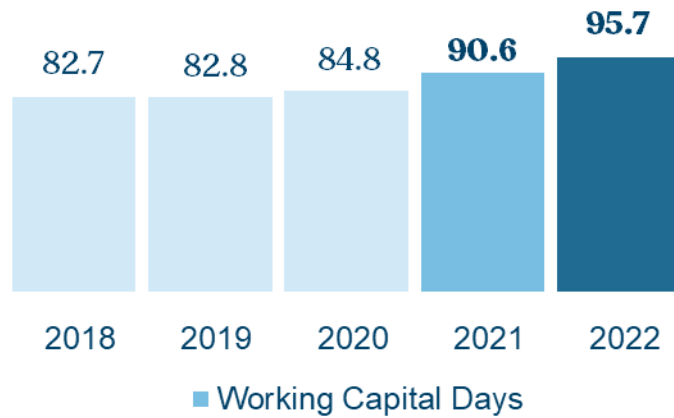
Normalised profit after tax
\$591 million

35c earnings per share

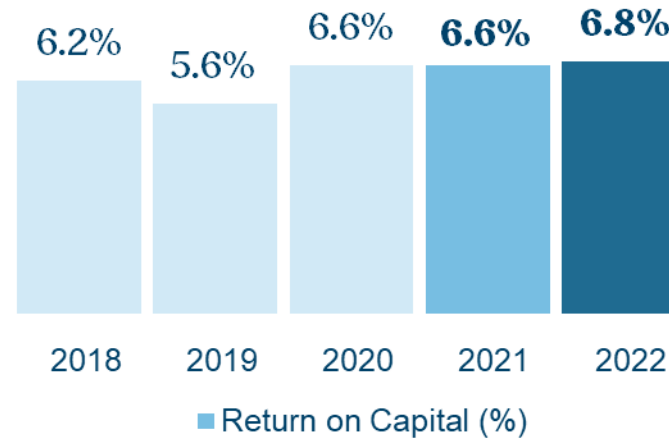
million	2021	2022	%Δ
Sales volume ('000 MT)	4,102	3,924	(4)%
Revenue (\$)	21,124	23,425	11%
Cost of goods sold (\$)	(18,010)	(20,085)	(12)%
Gross profit (\$)	3,114	3,340	7%
Gross margin (%)	14.7%	14.3%	
Operating expenses (\$)	(2,242)	(2,397)	(7)%
Other ³ (\$)	80	48	(40)%
Normalised EBIT (\$)	952	991	4%
Normalised profit after tax (\$)	588	591	1%
Normalised EPS (cents)	34	35	3%

**Delivering
a solid
Total Group
business
performance**

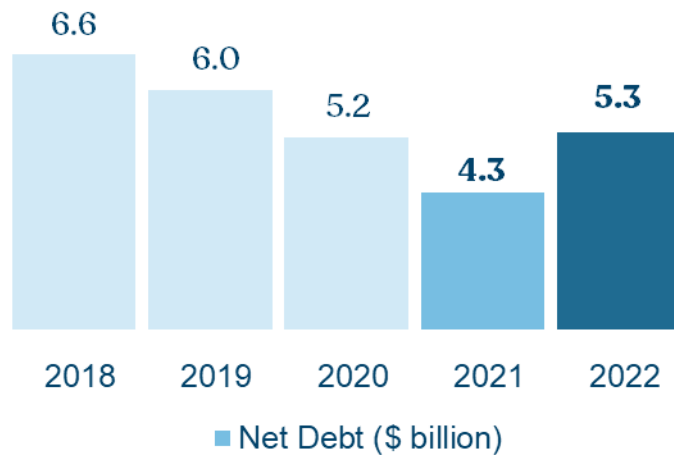
Working Capital



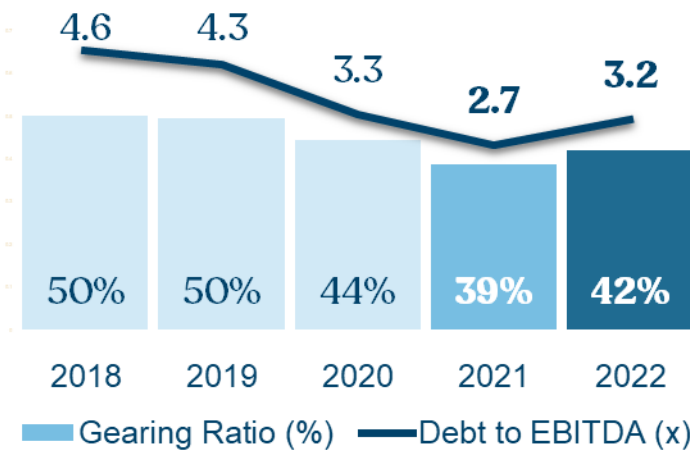
Return on Capital



Net Debt



Leverage



**A strong
balance sheet
enabled us to
manage
inventory**

**We optimised
our business
on the best
performing
products to
capture
higher
returns**

	Asia Pacific	AMENA	Greater China	Total
Volume ('000 MT)	1,370 ↓ 1%	1,355 n/c	1,029 ↓ 13%	3,754 ↓ 4%
EBIT contribution				
 Ingredients	\$192m ↑ \$168m	\$442m ↑ \$231m	\$282m ↑ \$152m	\$916m ↑ \$551m
 Foodservice	\$(13)m ↓ \$92m	\$(4)m ↓ \$19m	\$155m ↓ \$120m	\$138m ↓ \$231m
 Consumer	\$58m ↓ \$144m	\$89m ↓ \$21m	\$(5)m ↓ \$3m	\$142m ↓ \$168m
Total	\$237m ↓ \$68m	\$527m ↑ \$191m	\$432m ↑ \$29m	

Our strategy is built on a strong platform

Our strategic long-term aspirations and targets to 2030



Focus on Aotearoa
New Zealand Milk



PERFORMANCE
TARGETS

40–50%
EBIT increase
from FY21

~9–10%
Return on capital

Increase dividends to
~40–45
cents per share

Aspiration to be
Net zero
by 2050



Be a leader in dairy
Innovation & science



INVESTMENT

~\$1 billion
in sustainability

~\$1 billion
moving more milk to
higher value products

~\$160m
per annum in
R&D

~\$2 billion
for mix of
investment in
further growth and
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shareholders



Be a leader in
Sustainability



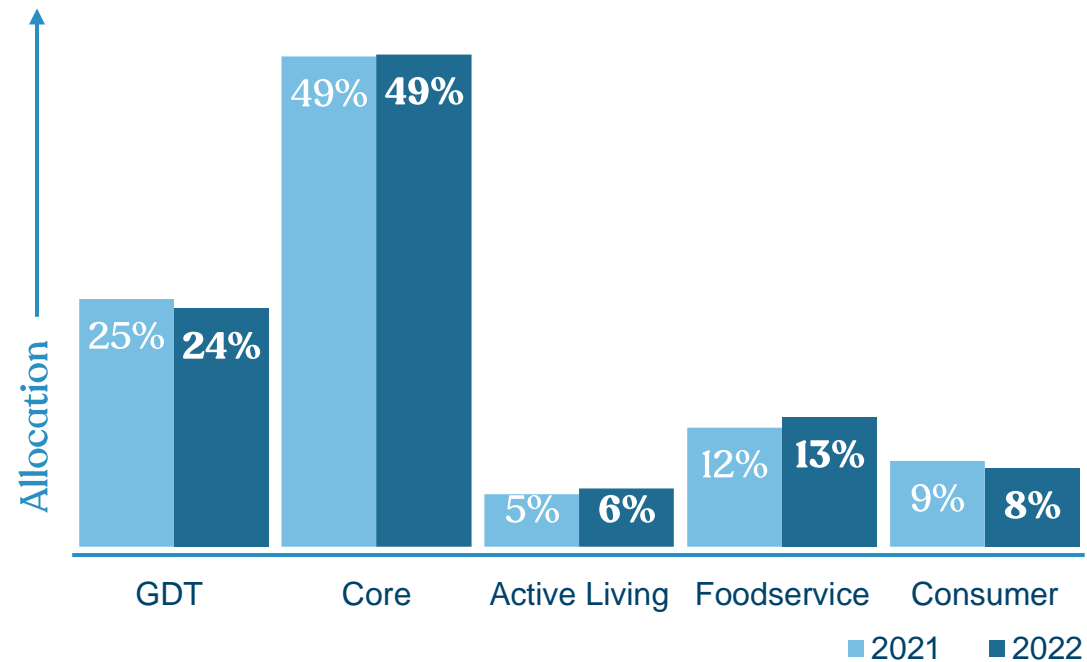
DISTRIBUTION
OF FUNDS

~\$1 billion
Intended to be distributed to shareholders after asset sales

We're shifting milk into higher value products

New Zealand milk solids allocation by product channel

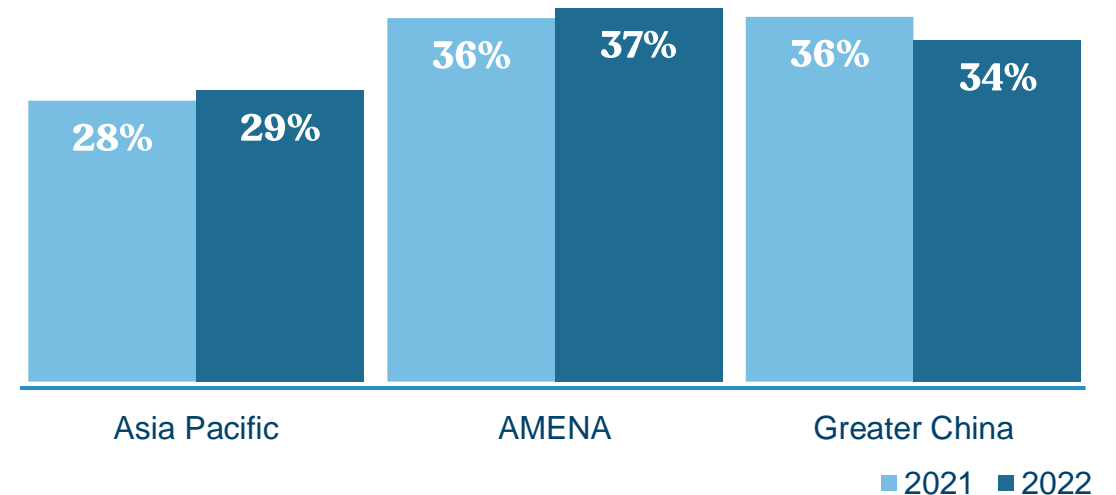
% of milk solids



Higher margin →

New Zealand milk solids allocation by region

% of milk solids



FY23 Outlook

2022/23 Forecast Farmgate Milk Price

\$8.50– \$10.00

per kgMS

Midpoint of **\$9.25** per kgMS

Forecast Earnings

45–60c

per share





**FONTERRA
SHAREHOLDERS'
FUND.**



Questions

Resolutions and Voting

A photograph of a tall glass filled with milk, with a white straw inserted. The glass sits on a white tablecloth. In the background, there is a bowl of fruit including oranges and lemons, and a person is partially visible, out of focus. A dark blue rounded rectangle is in the top right corner, containing the text.

Resolution 1

Election of Carlie Eve

Resolution 1

To elect Carlie Eve, who stands for election,
as a director of the Manager of the Fund



A photograph of a glass of milk with a straw, set on a table with a bowl of fruit and a cup in the background. The scene is brightly lit and has a warm, domestic feel. The glass is in the foreground, and the background is softly blurred.

Resolution 2

Election of Alastair Hercus

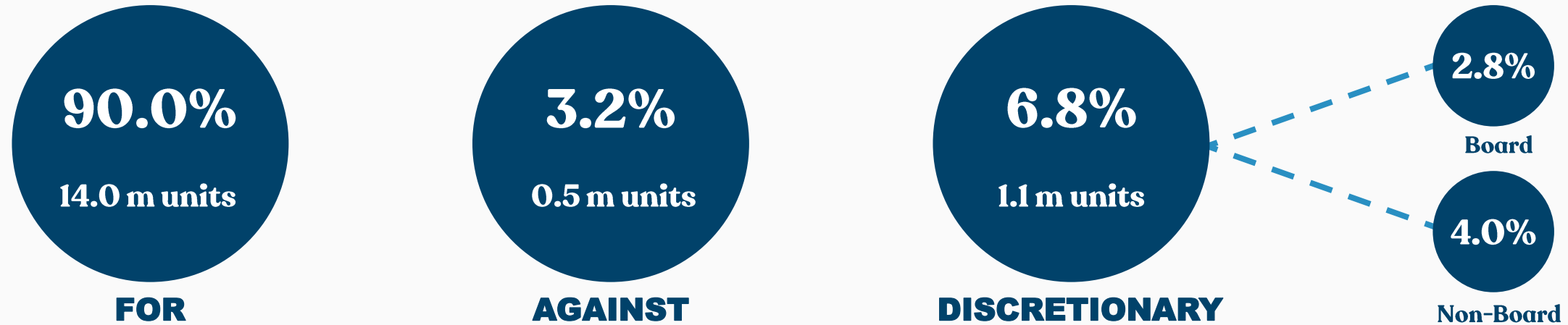
Resolution 2

To elect Alastair Hercus, who stands for election, as a director of the Manager of the Fund

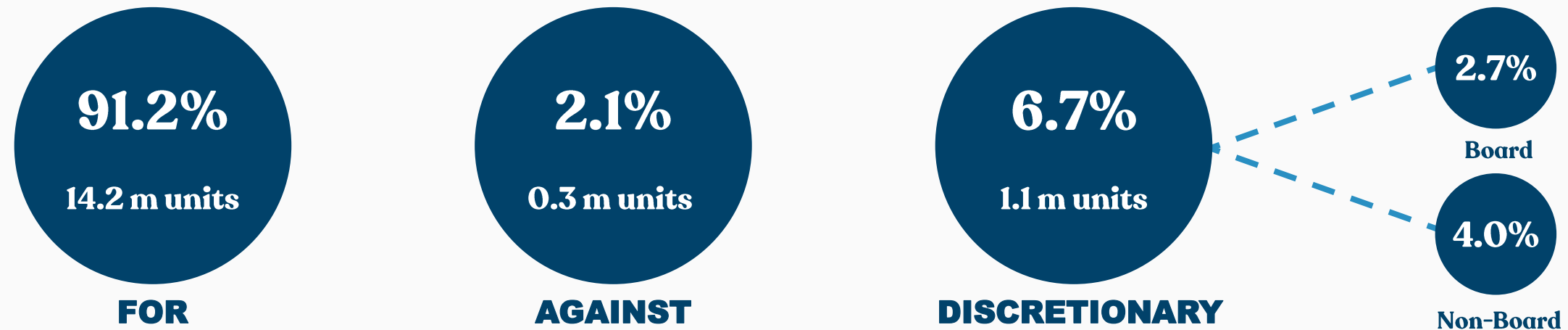


Proxy voting

Carlie Eve



Alastair Hercus



As at 10am Saturday 12 November 2022

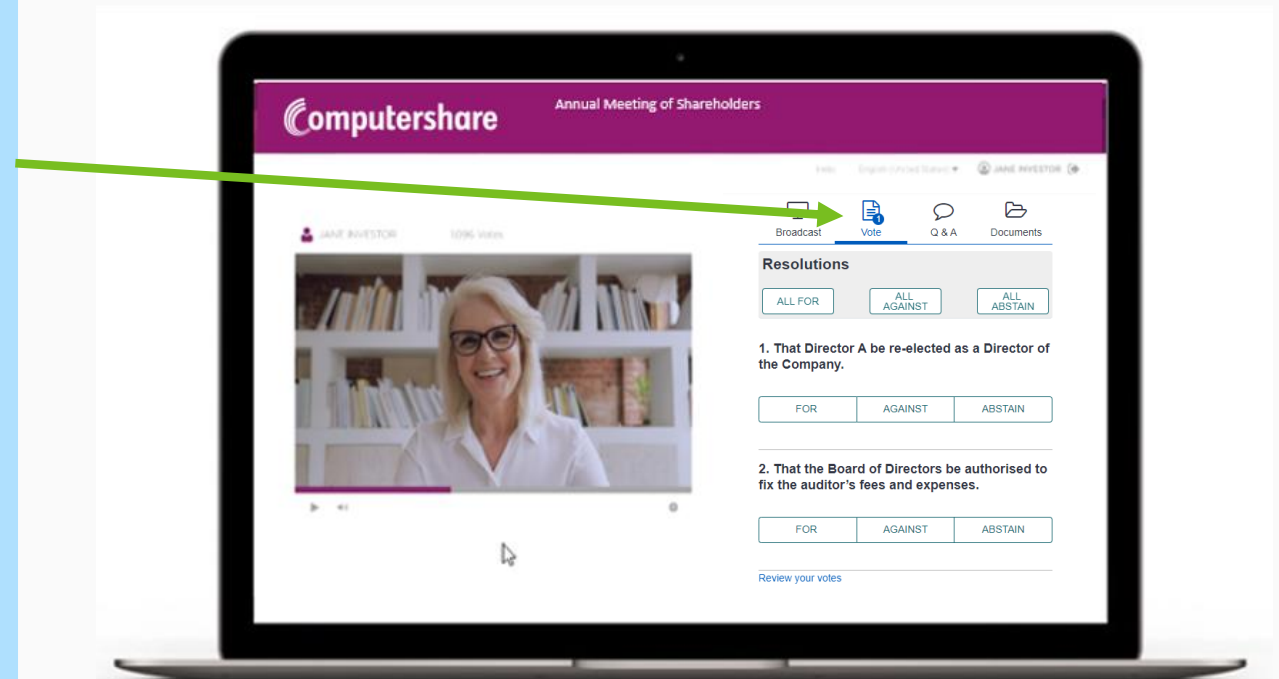
FONTERRA
SHAREHOLDERS'
FUND.



Online voting process

Shareholder & Proxyholder Voting

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- You can vote for all resolutions at once or by each resolution
- Your vote has been cast when the tick appears
- To change your vote, select 'Change Your Vote'



Voting

- In respect of the resolutions, 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 and ASX as soon as they are available.



Fonterra Shareholders' Fund 2022 Annual Meeting

14 November 2022

FONTERRA
SHAREHOLDERS'
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Dairy for life

General Business

A tall, clear glass filled with white milk, with a white straw inserted. The glass sits on a light blue tablecloth. In the background, out of focus, are people and a bowl of fruit including oranges and lemons.

Kim Ellis

Retiring Director

A tall, clear glass filled with white milk, with a white straw inserted. The glass sits on a light-colored tablecloth. In the background, out of focus, are people sitting at a table and a bowl of fruit including oranges and lemons.

John Shewan

Retiring Director

Thank you,
meeting closed

FONTERRA
SHAREHOLDERS'
FUND.



FONTERRA SHAREHOLDERS' FUND ANNUAL MEETING

14 NOVEMBER 2022

FSF MANAGEMENT COMPANY CHAIRMAN'S ADDRESS

It was good to see Fonterra making progress on implementing its strategy and delivering a strong financial performance in the context of historically high milk prices, inflationary pressure, and continued geopolitical and supply chain disruption in several key regions.

Peter and Chris will speak to this, but it's appropriate that I highlight a few aspects of particular relevance to the Fund.

The reported profit after tax was \$583 million. Normalised earnings per share came in at the top end of the forecast range, at 35 cents per share.

Fonterra declared a total dividend of 20 cents per share which of course flows through to unit holders as 20 cents per unit. This is made up of an interim distribution of 5 cents per share and a final distribution of 15 cents per share which was paid on the 14 October.

Before I move on to discuss the performance of the Fund, I want to reiterate comments I have made at earlier annual meetings of the Fund on the role of the Board of the Manager.

The Fonterra Shareholders' Fund Board has statutory responsibilities for the activities of the Management Company and the Fund. These include monitoring compliance with regulatory requirements and ensuring that unit holders' interests are managed and protected in accordance with the constituent documents that relate to the Fund.

Directors of the Fund have no role in the governance or operation of Fonterra.

Although we have no decision-making role in these areas, we do consider it important to actively represent the interests and views of unit holders to Fonterra, and we do that.

This representation role has been an important function of the Board during the consultation process that Fonterra has undertaken on its capital structure.

Let's now take a close look at the performance of the Fund over the past year.

The graph currently on the screen highlights, despite Fonterra's strong performance, the decline of the unit price over the course of the year.

The unit price decreased 8.4% from \$3.71 at the beginning of August 2021, the start of Fonterra's financial year, to \$3.40 at the time Fonterra released its annual results on 22 September. Since then, the price has dropped a further 10.9% to \$3.03.

How the implementation of Fonterra's new capital structure might impact the unit price has played its part in subduing the price.

In addition, the performance of the unit price this year has been impacted by the heightened volatility in equity markets and the lower valuation of equity markets both in New Zealand and overseas.

This reflects uncertainty driven by inflationary pressure, higher interest rates, geo-political events and recessionary concerns.

As you can see on the graph, the relative NZX50 Index has declined 12.7% over the same period. The S&P500 index is also down 14.3% over the same period.

The graph shows a sudden drop in the unit price towards the end of April and into May 2022. Some of you might recall, this period of weakness in the unit price was directly after the release of the report by the financial and economic consulting firm Castalia, which contained a number of assertions that Fonterra did not agree with.

The Castalia report asserted that protections for a fair milk price will be eroded and that Fonterra's capital restructure will cause Fonterra's Milk Price to increase. Castalia also estimated Fonterra's future share price on the basis of possible dividends up to 2030 but appeared to assume that Fonterra has zero value at the end of 2030. Fonterra, as does the Board of the manager, considers this to be a misleading approach to valuing Fonterra shares and FSF units. And Fonterra strongly disagrees with the contention that the capital structure changes will increase its milk price.

The unit price reached a low of \$2.75 during this period but has since recovered somewhat. However, as mentioned the implementation of Fonterra's new flexible shareholding capital structure has created uncertainty for unit holders and potential investors over what the impact might be on the unit price.

The unit price has declined from \$4.60 immediately prior to Fonterra's capital structure review announcement on 5 May 2021 to last Friday's close price of \$3.03.

This uncertainty may reduce as implementation of the new capital structure proceeds through 2023. However, the independent directors of the Manager of the Fund remain of the view that Fonterra should have bought the Fund back as part of the capital restructure process. I believe that the sequence of events and adverse impact on unit price since the May 2021 announcements shows very clearly why our concerns were entirely justified.

Looking now at the current make-up of the Fund's unit register.

The various investor types have been relatively stable year-on-year. Of note however is the movement in units held by Fonterra Farmer Shareholders, which reduced from 9% to 8% of total units on issue. Farmers held 12% of units in 2020.

This reduction is most likely related to the capping of the Fund as farmers are no longer able to move their shares to units.

Retail holders continue to represent the majority of the unit register although Institutional holdings have increased slightly year-on-year, driven by a combination of New Zealand and Australian institutions.

Moving on to some of the key Fund statistics.

The Fund is currently capped at 107.4 million units – at a closing unit price of \$3.03 on 11 November, this puts the market capitalisation at around \$325 million.

The number of units on issue was quite flat year on year, and with no additional Fonterra shares issued over the period the Fund size as a percentage of the total Fonterra shares also remains largely unchanged year-on-year at 6.7%.

As I mentioned a moment ago, the unit price continues to be impacted by a combination of market conditions and the overhang of Fonterra's new flexible shareholding capital structure. This has driven a reduction in the market capitalisation of the Fund by some 22%, a drop of \$93 million, from this time last year.

However, the 2023 financial year is off to a strong start. Fonterra revised its 2023 earnings guidance from 30 to 45 cents to 45 to 60 cents per share, primarily driven by strong demand for cheese and protein products. The Fonterra Board has also reaffirmed its 2030 targets and the focus on its three strategic choices:

- To focus on New Zealand Milk
- To lead in sustainability
- To lead in Dairy innovation and science

We have the opportunity now to hear from the Fonterra team on the strategies and operational plans that will deliver that value to shareholders and unit holders alike.

FONTERRA SHAREHOLDERS' FUND ANNUAL MEETING
14 NOVEMBER 2022
FONTERRA CHAIRMAN'S ADDRESS

Good morning, everyone.

Today I'd like to make a few comments about:

- The Co-op's financial performance over the past financial year
- Our strategy
- And the work we are doing with our stakeholders to ensure we retain a sustainable supply of New Zealand milk – which as you know is the foundation off which we drive our earnings.

Overall, our Co-op has continued to make good progress towards becoming a more innovative and customer-led organisation.

The Board is very pleased with the team's progress implementing our strategy and this year's strong financial performance in the context of historically high milk prices, inflationary pressure, and continued geo-political disruption in a number of key regions.

We will always push hard for performance.

But when you consider the continued supply chain disruption resulting from COVID-19, the geo-political and economic challenges we face in multiple markets, Miles and his team have done an excellent job.

We have made strong progress towards our 2030 strategic targets, which we set in September last year and remain committed to.

However, volatility has always been a feature of global dairy.

Tracking progress towards our 2030 targets will never be a straight line. You should expect some earnings volatility year-to-year as we move through to 2030.

In the past few years, we have moved our Co-op's strategy away from a global volume play to a focus on deriving value from our sustainable New Zealand milk.

That strategy is starting to deliver for us, as demonstrated by this year's milk price and earnings performance.

Our customers are at the heart of our strategy. We will achieve our performance targets by continuing to deliver products to market in a way that meets their changing expectations.

Chris will speak to this in more detail in his address, but our high-value customers are asking us to support them in meeting the expectations of their stakeholders – especially the end consumer.

Today, 73% of global consumers find sustainability pledges important when buying dairy products.

It's great news for a Co-op that's strategy is focused on New Zealand milk and being a leader in sustainability.

New Zealand dairy farmers already have the world's lowest carbon footprint. If we can maintain that advantage, we have an excellent opportunity to build mutually beneficial relationships with our premium customers.

Maintaining a sustainable supply of that New Zealand milk, in an environment where we expect the country's total milk volumes to decline, has been a key priority for Board and management over the past few years.

Last Thursday, the Primary Production Select Committee released its report on the legislative changes to DIRA that are required to implement our Flexible Shareholding capital structure.

It's another key milestone in the legislative process, and we remain hopeful that the Government will reach a decision before the end of the year. After which we will move to the Flexible Shareholding structure as fast as possible.

Innovation, research and development, and collaborations with strategic partners are also a focus for the Board.

You will remember that as part of our 2030 strategy, we were targeting investment of:

- \$1 billion into sustainability
- \$1 billion into moving milk into higher value products
- The intention to increase current total annual R&D investment by over 50% to around \$160 million per annum in 2030.
- And \$2 billion available for investment in a mix of future growth – including opportunities for nutrition science – and return to shareholders.

We are still committed to our investment targets for sustainability, higher-value products and R&D.

The return to shareholders and unitholders had anticipated divestments including Soprole and a stake in our Australian business.

Even though we have since decided not to sell a stake in our Australian business, we are still committed to targeting a significant capital return to our shareholders and unitholders.

We need to be mindful that we retain the asset in Australia, and the earnings associated with it.

The amount of any capital return will be determined by the successful completion of the divestment programme as well as the Co-op's financial position at the time.

In terms of the outlook for the Co-op and New Zealand dairy, the Board remains confident and excited by our future prospects.

As you will be aware, the extent and rate of change our farmers are being asked to make on-farm is a real challenge.

Our focus is on supporting them through the changes by signalling them early.

Seeking to provide the tools and resources needed to implement change.

And delivering the highest possible, sustainable returns to counter-balance their rising input costs.

Before I hand back to John, I do want to acknowledge that he is retiring as Chair of the Fund at the conclusion of today's meeting.

Long-serving director Kim Ellis also retires today. Both have been on the Fonterra Shareholders' Fund Board since 2012

I know their fellow directors will speak to their contribution later in the meeting, but while I have the floor, I do want to thank John and Kim for their contribution to the Fund over many years.

In particular, I want to thank John for staying on in the role longer than he intended, as a result of the changes the Co-op wants to make to our capital structure.

I'd also like to acknowledge the contribution of Donna Smit, who retired from the Board of Fonterra last Thursday at its Annual Meeting. Donna has served as a Fonterra appointed Director of the Shareholders' Fund since November 2018.

Thank you John, Kim and Donna.

FONTERRA SHAREHOLDERS' FUND ANNUAL MEETING

14 NOVEMBER 2022

FONTERRA CFO'S ADDRESS

Good morning everyone

I want to echo Peter's words by acknowledging those Directors retiring this year – Chair John Shewan and Directors Kim Ellis and Donna Smit.

I want to spend a few minutes reflecting on the year just gone but also look ahead to what's on the horizon.

FY22 was a year like no other. COVID-19 continued to test us. We saw new strains and regional lockdowns in New Zealand and ongoing restrictions in a number of our global markets.

The war in Ukraine accelerated decisions about the future of our Russian business, and we also felt the impact of the Sri Lanka economic crisis.

And of course, we started to feel the effects of rising inflation, which continues to be an issue for all of us.

As an exporter, we're used to dealing with geopolitical and macroeconomic events. But FY22 was exceptional in terms of the number and their impact.

Despite this, we stuck to our strategy of maximising the value of our precious milk and in the face of uncertainty, delivered an impressive set of results.

We all know that a high milk price has the potential to squeeze margins, so it was good to see progress in our key metrics.

Total Group Revenue, Normalised Profit After Tax and Group normalised EBIT were all up.

Given the lower milk collections, it's good to see Total Group gross profit up \$226 million due to significantly higher product prices across our Ingredients channel.

We delivered this result despite the significantly higher cost of milk, with the Farmgate Milk Price increasing from \$7.54 per kgMS last year to \$9.30 per kgMS this year.

I know it won't have escaped your notice however, that net debt was also up.

As you know, a key aim of the strategic reset kicked off in 2019 was to shore up our foundations and strengthen our balance sheet.

That strong balance sheet means we were able to hold greater inventory at the end of the financial year.

The bulk of this was contracted but shipping disruptions and stronger milk collections towards the end of the season meant we held more inventory than usual at year end.

The result was an increase in working capital and in our net debt position. I'm pleased to say the team has made great progress in getting that inventory out the door and we expect working capital and debt to return to normal levels over the course of this year.

Despite the decision to hold more inventory, it's good to see that our improved performance has meant our return on capital has increased from 6.6% to 6.8%.

The financial year saw continued strong demand for dairy across multiple markets and products at a time of constrained milk supply.

We faced global supply chain challenges, and a significantly higher cost of milk for our businesses.

The increase in prices over the season did place pressure on margins in our Foodservice and Consumer channels, but this was more than offset by strong earnings in our Ingredients channel.

I want to turn now to our strategy.

It's just over a year since we announced our strategy to 2030.

The last year shows that there will be some bumps along the way, but we remain committed to the goals we set ourselves 12 months ago.

Demand for our sustainable, nutritious dairy remains strong.

We made three strategic choices – to focus on our NZ milk, to lead in innovation and science and to lead in sustainability.

These are guiding our business and every single decision we're making. We're pleased with the progress to date.

Success for us means allocating our scarce resource – those milk solids – where they will deliver the greatest value.

You'll see from this slide how that played out last year, with the growth you see in our Active Living business. The allocation of milk solids to our Foodservice channel has also continued to grow, with innovation expanding the uses of our UHT cream range within our Anchor Food Professionals brand.

We continue to make progress on the sale of our Soprole business which of course underpins the capital return we've discussed

previously. We've also completed the review of our Australian business and decided that long-term, it's in our best interest to maintain full ownership.

Sustainability sits at the heart of our strategy, and we continue to make good progress. The public private partnership between our sector and the Government to address the methane challenge builds on some of the sustainability work we're already doing.

Of course, we have a natural advantage in the sustainability stakes, with a carbon footprint less than one third of the global average. But we can't sit back. Customers and consumers expect more and doing nothing simply isn't an option. We need to maintain our advantage and keep pace with their expectations which is why we signalled at last week's Annual Meeting that we're considering setting a target for scope 3 emissions.

We know change is inevitable, but with change comes opportunity and that's why we're excited about the future.

Looking ahead to the current season, it's good to kick the year off with strong earnings guidance of 45-60 cents per share, up from our initial forecast of 30 to 45 cents per share.

As you would expect, we continue to monitor a number of global risks, but we do expect to see an easing in some of the significant geopolitical events which tested us last year and you can see that also reflected in the strong earnings guidance and the forecast milk price.

Longer term, we have our 2030 targets firmly in our sights. The changes we recently made to our organisational structure puts us in the

strongest possible shape to deliver, and it's good that we were able to do that by promoting some of our brightest internal talent.

Emma Parsons heads up our Strategy and Optimisation team, ensuring that in the context of our shrinking New Zealand milk pool, our milk solids are being allocated to the highest value product mix.

Her team also ensures our strategy remains fit for purpose in the context of changing global trends and events.

We have a proud heritage of dairy innovation, and our future success depends on our ability to double down to extract maximum value from our milk.

Komal Mistry-Mehta leads our Innovation & Brand team, putting innovation at the heart of our Co-op.

And Judith Swales heads up our expanded global markets team, bringing the customer voice front and centre as we focus on our New Zealand milk pool.

It's good to see the progress being made on our flexible shareholding and we look forward to those changes being implemented as soon as we are able to so that our Co-op can continue to thrive. A strong, united Co-op is in everyone's best interests, delivering for you, our rural communities, and New Zealand as a whole.

Thank you for your ongoing support.