



27 October 2021  
NZX/ASX Market Release

### The a2 Milk Company Investor Day 2021

The a2 Milk Company is today hosting its virtual Investor Day. The attached presentation will be delivered by Managing Director and CEO, David Bortolussi, and all members of the Executive Leadership Team.

The key objectives of the Investor Day are to:

- Introduce The a2 Milk Company Executive Leadership Team;
- Provide greater understanding of the business;
- Share latest insights on key markets, categories and channels;
- Outline the Company's ambition and revised growth strategy; and
- Provide an opportunity for Q&A.

A brief trading update is included in the Finance section.

The market landscape has experienced unprecedented change, including over the past 12 months. As a result, the Company has had to adapt its growth strategy, reorganise to prioritise on opportunities and bolster its leadership team to achieve its full potential.

The presentation will be webcast from 11am (NZDT) / 9am (AEST) and can be accessed via a2MC's website: [www.thea2milkcompany.com/latest-company-news/investor-day-2021](http://www.thea2milkcompany.com/latest-company-news/investor-day-2021)

#### Quotes for media

*The a2 Milk Company's Managing Director and CEO, David Bortolussi said:*

- *"The China infant milk formula market has experienced unprecedented change over the past 12 months which has required us to adapt our growth strategy."*
- *"Our ambition is to rebuild The a2 Milk Company into an exciting, innovative and sustainable growth company."*
- *"We have reviewed our brand positioning to ensure continued distinctiveness and to capture the full potential of our China label and English label products in key channels."*
- *"Our brand health metrics are strong in all our markets, and we will be investing more behind the brand to increase awareness, engage with our consumers, and drive growth."*
- *"We are focused on realising the full potential of our core China infant milk formula business and despite current market headwinds we have a significant opportunity to grow share in the market."*
- *"We will innovate and expand our infant milk formula product portfolio to appeal to a broader set of consumers and to maximise our distribution potential."*
- *"Outside our core business, we are considering opportunities for adjacent category growth in China, ANZ and the USA as well as assessing opportunities in new emerging markets."*
- *"Sustainability is a fundamental priority for our business. Today we have upgraded our targets to reduce our greenhouse gas emissions to net zero for Scope 1 and 2 by 2030 and net zero for Scope 3 by 2040. We have*

*also expanded our sustainable packaging targets to all our markets while reiterating our commitments to supporting thriving farms, enriching communities and responsible sourcing and distribution.”*

- *“We have a great leadership team, passionate people and a pioneering culture to drive our execution to capture the significant growth opportunities we have going forward.”*

**Authorised for release by the Board of Directors**

**David Bortolussi**  
**Managing Director and Chief Executive Officer**  
**The a2 Milk Company Limited**

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