



Fonterra Shareholders' Fund

2024 Annual Meeting

18 November 2024



01

MJ Daly

FSF Chair

Welcome and
Introduction

Online question process

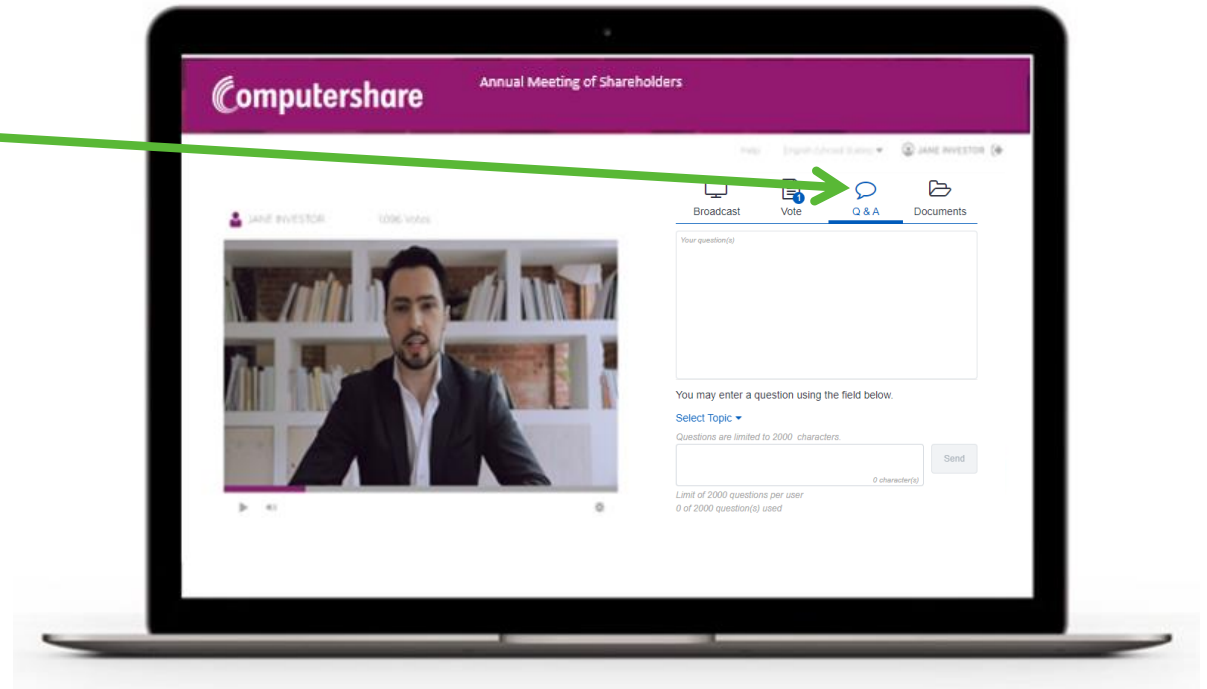
Unit holder & Proxyholder Q&A Participation

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:

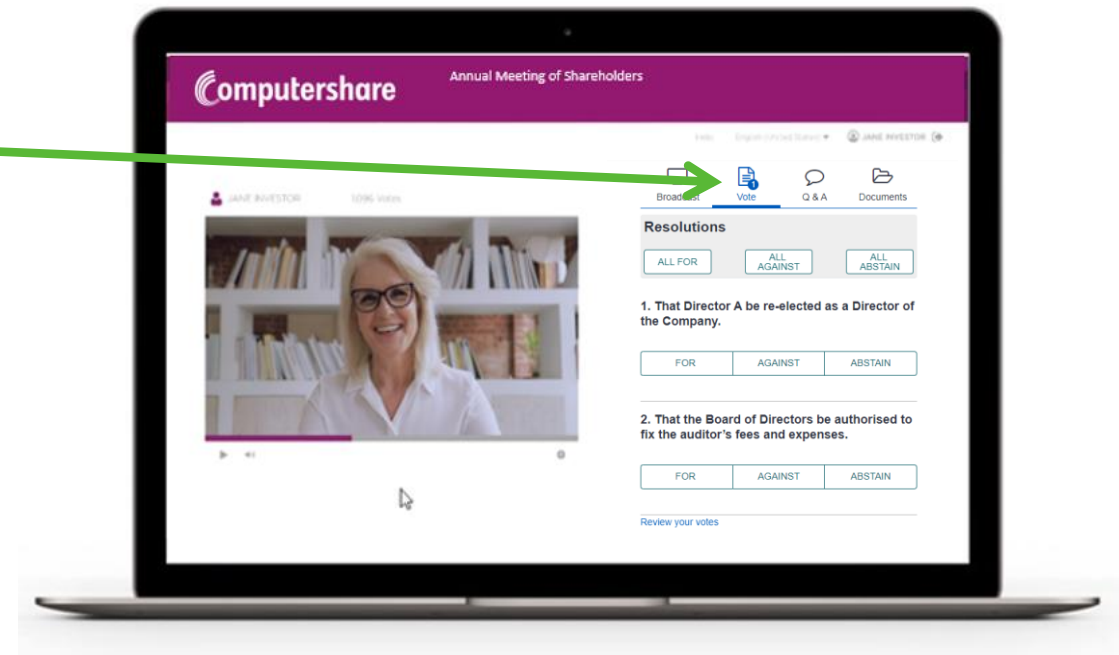
- The Q&A tab can also be used for immediate help
- If you need assistance, please submit your query in the same manner as typing a question and a Computershare representative will respond to you directly



Online voting process

Unit holder & Proxyholder Voting

- Once the voting has been opened, the resolution 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
- Your vote has been cast when the tick appears
- To change your vote, select 'Change Your Vote'



Agenda

01

**MJ
Daly**

Welcome and
Introduction

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**MJ
Daly**

FSF
Management
Company
Chair's
address

03

**Peter
McBride**

Fonterra
Chair's
address

04

**Miles
Hurrell**

Fonterra
Chief
Executive
Officer's
address

05

**MJ
Daly**

Questions

06

**MJ
Daly**

Resolution
to re-elect
Alastair
Hercus

07

**MJ
Daly**

General
Business

Fonterra Shareholders' Fund

Board of Directors



MJ Daly
Chair



Carlie Eve



Alastair Hercus



John Nicholls



Andy Macfarlane

Fonterra Team



Peter McBride



Miles Hurrell



Richard Whiteman



Selena Robb



Jackie Floyd



02

MJ Daly

FSF Chair

FSF Management
Company Chair's
address

FSF Management Company Chair's address

Continued strong performance in 2024

Continuing operations'
profit after tax¹

\$1.17 billion

↓ from \$1.24b

Continuing operations'
earnings per share²

70 cents

↓ from 75c

Total cash
distribution

\$0.55 per unit

↑ from 50c

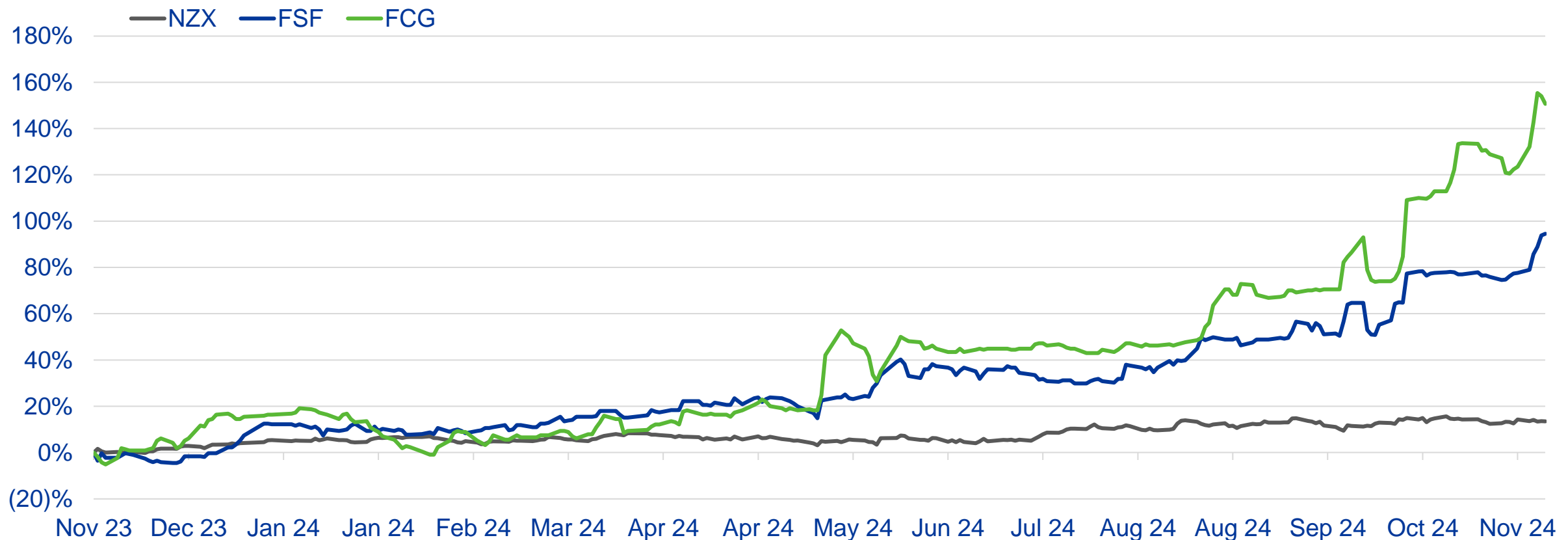
Note: For the year ended 31 July 2024.

1. Includes amounts attributable to non-controlling interests.

2. Excludes amounts attributable to non-controlling interests.

Total Shareholder Return for past 12-months

- FSF Total Shareholder Return (TSR) since 2023 AGM is 94.6%
- Comparatively, FCG and the S&P NZX50 Index TSR for the same period are 150.6% and 13.5%, respectively

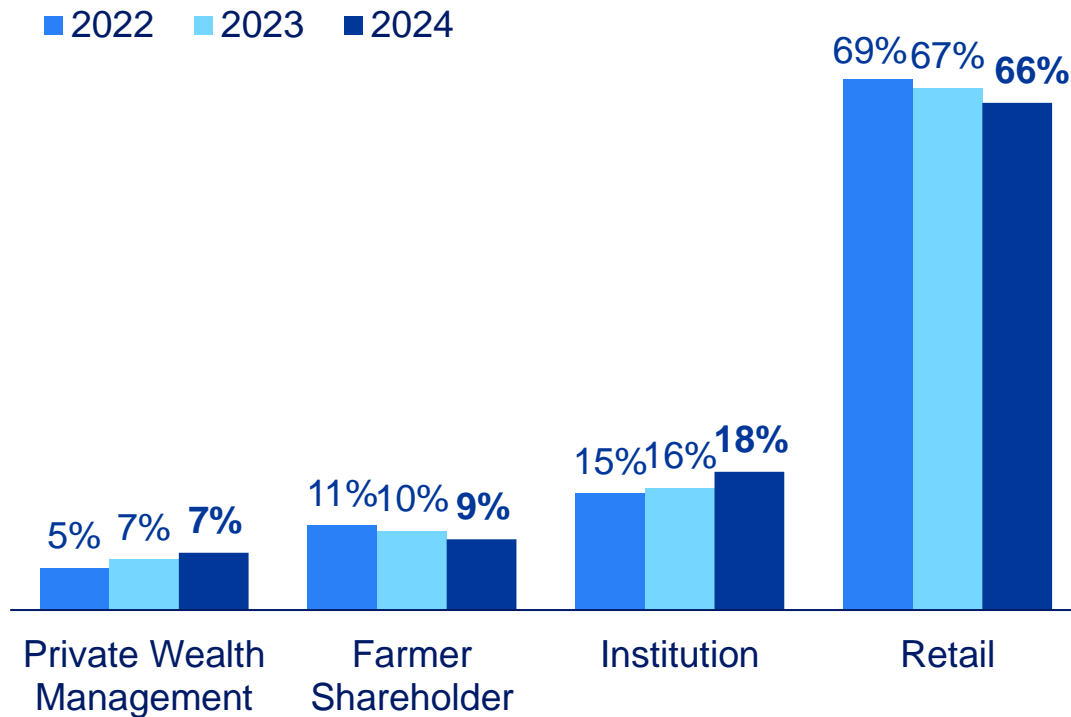


Note: Total Shareholder Return (TSR) is calculated from value weighted average traded prices for the period 14 November 2023 to 15 November 2024.

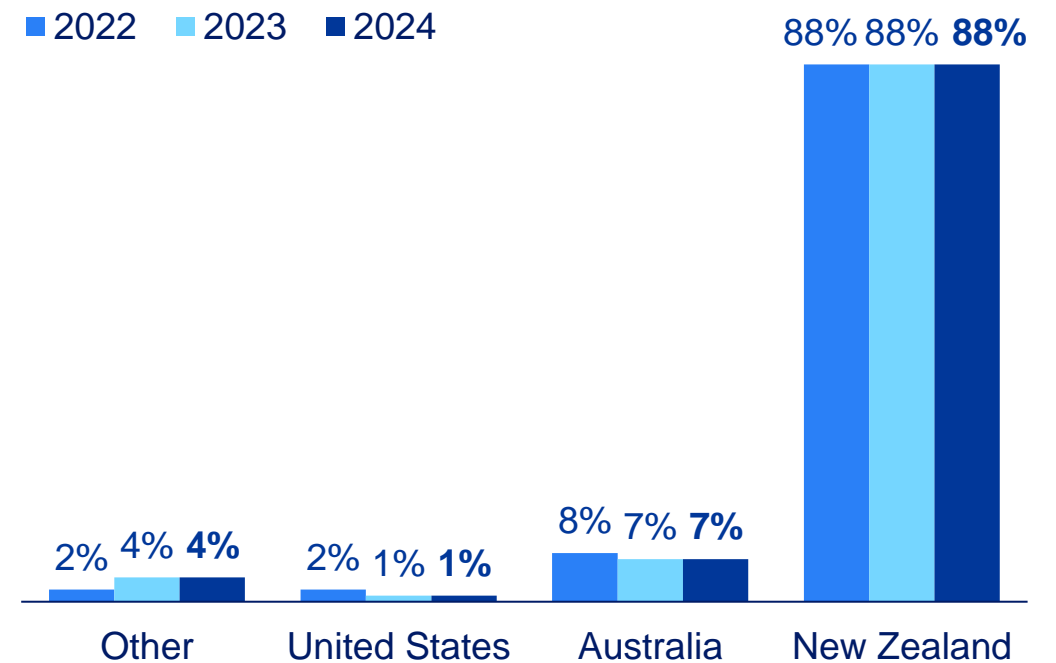
Unit register analysis

- Continued increase of Institutions and private wealth holders
- Unit holders located in Australia remain stable at 7%. However, 96% of units are traded on the New Zealand stock exchange (NZX), supporting the decision to move to a sole listing on the NZX

Investor Type



Investor Location



Key Fund statistics as at 15 November 2024

Units on Issue ¹	107 million	no change
Fund Market Capitalisation ¹	\$581 million	\$259m ↑
Fonterra Market Capitalisation ¹	\$7.7 billion	\$4.3b ↑
Fund Size ^{1,2}	6.7%	no change
Unit Price 12-month High/Low ³	\$5.53 (14 Nov 24) / \$2.95 (5 Dec 23)	

1. At 15 November 2024, relative to 15 November 2023.

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

3. 12 month period, 14 November 2023 – 15 November 2024.



03

Peter McBride

Fonterra Chair

Fonterra Chair's
address

Our context is changing so we're changing too

The world we've come from

Defining features of the past

- Global co-operation and trade
- Rise of Asia and China
- Energy abundance
- Cheap capital

Fonterra set up to benefit

- Co-op with scope and scale
- Trade agreements, Asia adjacent
- NZ dairy comparative advantage
- Consolidation and growth

Where we're heading

Defining features of the future

- Nationalism and protectionism
- Game-changing tech
- Asia and China at scale, aging populations
- Global climate commitments
- Capital costs high

Implications for NZ dairy

- Geopolitical instability, trade advantages
- Competition for milk higher
- Sustainability imperative
- Farming more expensive, capital costs high
- Opportunities from volatility

How we create end-to-end value



FY24 Return on Capital by channel



Ingredients

10.2%

↓ from 16.3%

Foodservice

19.6%

↑ from 15.7%

Consumer

6.8%

↑ from (3.9%)

FY24 key performance outcomes



Total Payout

\$8.38

↓ from \$8.72

Return on capital

11.3%

↓ from 12.4%

FSF Unit Price*

\$5.41

↑ from \$3.00

Gearing ratio

24.0%

↓ from 28.8%

*Share price as at 15 November.



04

Miles Hurrell

Fonterra CEO

Fonterra Chief
Executive Officer's
address

FY24 results

Continuing operations'
operating profit (EBIT)

\$1,560_m

↓ from 1,755m

Gearing ratio

24.0%

↓ from 28.8%

Continuing operations'
earnings per share

70_c

↓ from 75c

Return on capital

11.3%

↓ from 12.4%

2024/25 forecast Farmgate
Milk Price

\$9-\$10

per kgMS

FY25
forecast earnings

40-60

cents per share



**Total
Payout**

Dividend

↑ from \$0.50

Farmgate
Milk Price

↓ from \$8.22

OUR PURPOSE

Our Co-operative, empowering people, to create goodness for generations. You, me, us together. Tātou, tātou.

OUR VISION

The source of the world's most valued dairy

OUR CHOICES

Deliver strongest farmer offering

Unleash our Ingredients engine

Keep momentum in Foodservice

Invest in operations for the future

Build on our sustainability position

Innovate to drive our advantage

OUTCOMES

Strong Shareholder returns

Stable balance sheet

Enduring Co-op

Keep momentum in Foodservice

Expand our successful Foodservice business in and beyond China to grow earnings



China growth

Rest of world growth

Customer partnership

Product innovation

Manufacturing capacity

A strong Co-op, creating value

OUTCOMES	TARGETS & POLICY SETTINGS	FY18-23 AVERAGE	
Strong Shareholder returns	Return on capital ¹	10-12%	8.6%
	Dividend policy	60-80%	50%
	Capital distributions	Guided by Resource Allocation Framework	
Stable balance sheet	Gearing ratio	30-40%	35%
	Debt to EBITDA	2-3X	2.5X
Enduring Co-op	Capital investment requirements	~\$1+ billion per annum in Essential, Sustainability, Growth	\$650m
	Emissions reduction by 2030 ²	Absolute Scope 1 & 2 emissions	50%
		On-farm emissions intensity Scope 3	30%

Targeting a significant capital return if Consumer business divested



*Illustrative subset of our Consumer brands





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Questions



06

**Resolution
and Voting**

An aerial photograph of a concrete bridge spanning a wide river. The bridge has two main piers and a smaller one on the right. A white truck with a blue trailer is driving across the bridge. The river is surrounded by dense green forests. In the background, there are rolling hills and a range of mountains under a clear blue sky. The text "Resolution 1: Re-election of Alastair Hercus" is overlaid on the left side of the image in white, bold font.

Resolution 1: Re-election of Alastair Hercus

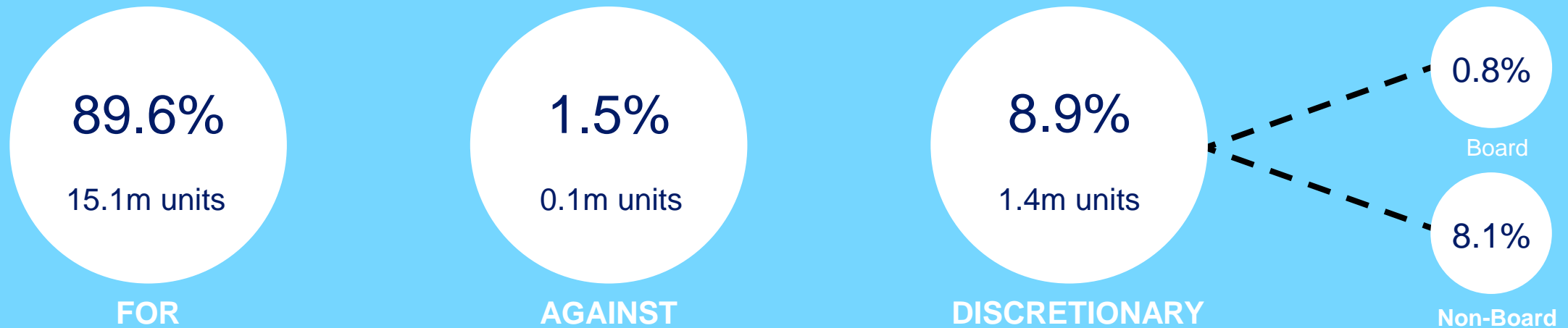
Resolution 1

To re-elect Alastair Hercus, who retires by rotation, and stands for re-election as a director of the Manager of the Fund



Proxy Voting

Alastair Hercus



As at 9am Saturday 16 November 2024



Fonterra Shareholders' Fund

2024 Annual Meeting

18 November 2024

Voting

- In respect of the resolution, 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.



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**General
Business**



**Thank you,
meeting closed**