

CHAIRMAN'S EMAIL

8 JUNE 2022

SUBJECT: Co-op to undertake up to \$50 million share buy-back

Dear [name]

This morning the Co-op has announced it will undertake a buy-back of up to \$50 million of shares in the Fonterra Shareholders' Market (FSM) commencing 30 June 2022.

In making this decision we have considered prevailing prices in the FSM, alongside the Co-op's strategy and overall business performance.

The Co-op considers the prevailing price particularly since late April has undervalued Fonterra shares, which is a key reason for announcing this buy-back.

When assessing the value of Fonterra shares the Board considers a range of factors, including the strong industry fundamentals and the Co-op's long-term strategy and performance targets.

We also consider the merits of a buy-back alongside other investment opportunities we have in the pipeline. These have a range of risk and return profiles, but overall we believe there is room in our portfolio of investments for buying back shares at a price that we consider to be undervalued.

Once purchased by the Co-op these shares will be cancelled, which means future earnings are distributed amongst a lower number of shares.

We will report how many shares we buy and the average price the day after, so you will know what we have bought.

This buyback is separate to the allocation of up to \$300m Fonterra announced last year to support liquidity in the FSM as farmer shareholders transition to the Flexible Shareholding capital structure, through an on-market buyback (**Transitional Buyback**) and other tools such as the market-making arrangements.

The maximum number of shares that may be acquired in total during the next 12 months is 5% of total shares on issue. This is set under s65 of the Companies Act and equates to a little over 80 million shares. This maximum will include any shares we acquire under the Transitional Buyback in that same 12-month period, if we do that buyback under s65 as well, which is our current intention.

As I mentioned in my previous email to you last week, the Co-op is preparing to implement the Flexible Shareholding structure as soon as possible but has not yet set a date for when it will be effective. In April, the Government announced its support for the structure and has signalled that it expects the amendments to progress through Parliament this year.

We remind shareholders that, even though share compliance obligations remain on hold until at least 6 months after the new structure is effective, shareholders can still buy or sell shares within Fonterra's current constitutional limits (which is generally 1x – 2x a supplying shareholders' three-season average milk supply).

You should seek advice from your financial advisor, accountant, lawyer, or rural professional before making any decisions.

You can read more details on the buy-back [here: [link to market announcement](#)].

Peter