



Synlait

SYNLAIT PUBLISHES FULL YEAR 2024 RESULT

For personal use only

Dear Synlait Shareholders

Synlait's story over the past 12 months has been unprecedented, extraordinary, and historic, with the financial year ended 31 July 2024 (FY24) best summarised by one word – deleveraging.

Your Board's decisions and the changes implemented as a result were driven by the need to reduce Synlait's debt to more manageable levels. A two-step plan, underpinned by a substantial bank refinancing package, will see us achieve that tomorrow – Tuesday 1 October 2024.

Our retail shareholders have been a central part of this journey, approving resolutions to deliver a \$130 million shareholder loan in July and, in September, raise circa \$218 million in new equity. Without this support, we would currently be writing a very different chapter in Synlait's history.

Instead, we have the opportunity to support a productive, profitable and purposeful future for Synlait where we seek to deliver value to all of the company's stakeholders.

Our Annual Report and Investor Presentation detail our complete performance and progress over the past 12 months. There is also a summary of FY24's key achievements and financials below.

With deleveraging behind us, we can all focus on the next phase of Synlait's business recovery plan and my prediction is this year's activity will be best summarised by a new word – delivering.

Thank you for your support, patience, and commitment to the Synlait story.

Yours sincerely

George Adams
Chair

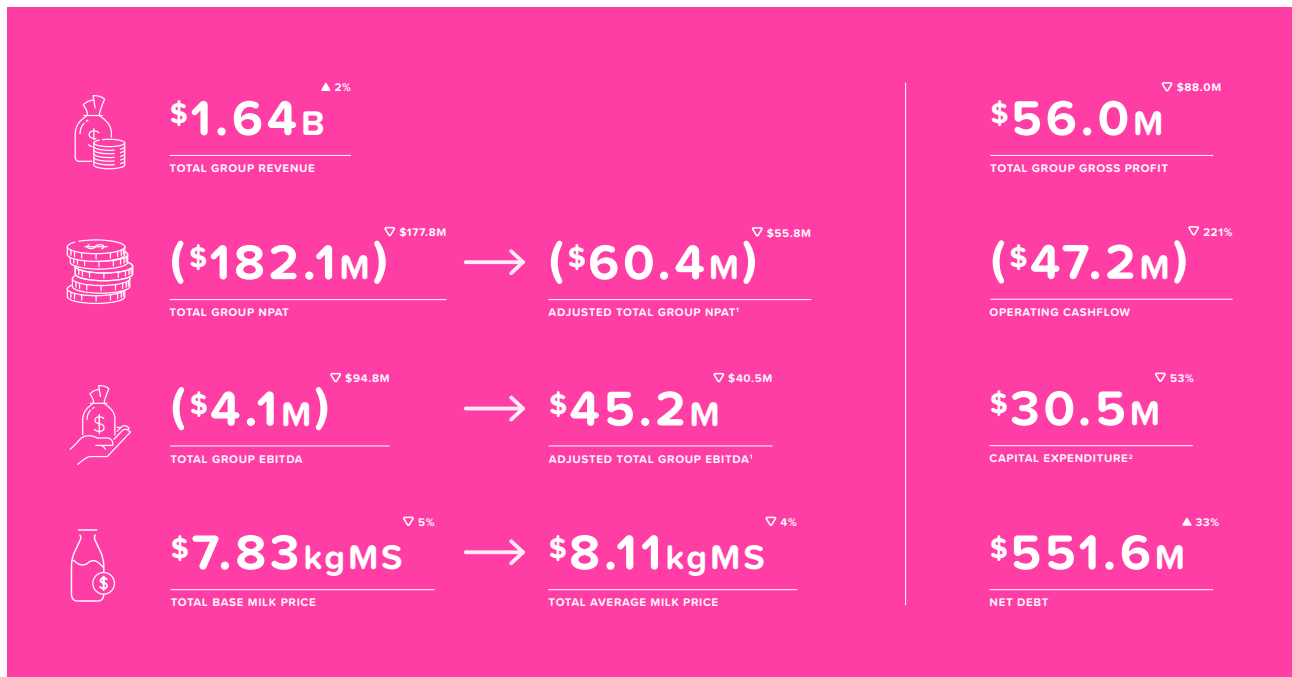
FY24 KEY ACHIEVEMENTS

 <p>Much-needed balance sheet reset delivered</p> <p>Two-step plan (shareholder loan and equity raise) underpinned by bank refinancing.</p>	 <p>Synlait and The a2 Milk Company settle disputes</p> <p>Resolved all disputes subject to arbitration, including those regarding exclusivity, pricing, and other matters.</p>	 <p>North Island strategic review completed</p> <p>Operations to solely focus on producing Advanced Nutrition products which do not require raw milk.</p>	 <p>Customer growth continues</p> <p>Expansion into South East Asia in Advanced Nutrition, Foodservice and Consumer business units.</p>	 <p>Retaining milk supply</p> <p>Balance sheet reset enables competitive advance rates and additional one-off milk price payments.</p>
---	---	---	--	--

These steps forward will enable Synlait to focus on further lifting performance and returning to profitability.

At a headline level the financial results are disappointing. However, significant progress has been delivered on Synlait's business recovery.

FY24 KEY FINANCIALS



All comparisons are against FY23 and include the results of Dairyworks which has been treated as a discontinued operation.

¹ Refer to the Investor Presentation for a reconciliation of adjusted NPAT and EBITDA.

² Based on cash outflow for investing activities.