

# Fonterra Business Update Third Quarter

26 May 2022



# Third Quarter Business Update

2021/22 forecast Farmgate Milk Price

**\$9.10 – \$9.50** per kgMS

Total Group EBIT<sup>1</sup>

**\$825** million

↓ \$150m

Profit after tax<sup>1</sup>

**\$472** million

↓ \$131m

Forecast normalised earnings per share<sup>2</sup>

**25 – 35c**

1. Unaudited reported Total Group figures are for the nine months ended 30 April 2022. This includes continuing and discontinued operations, and includes amounts attributable to non-controlling interests

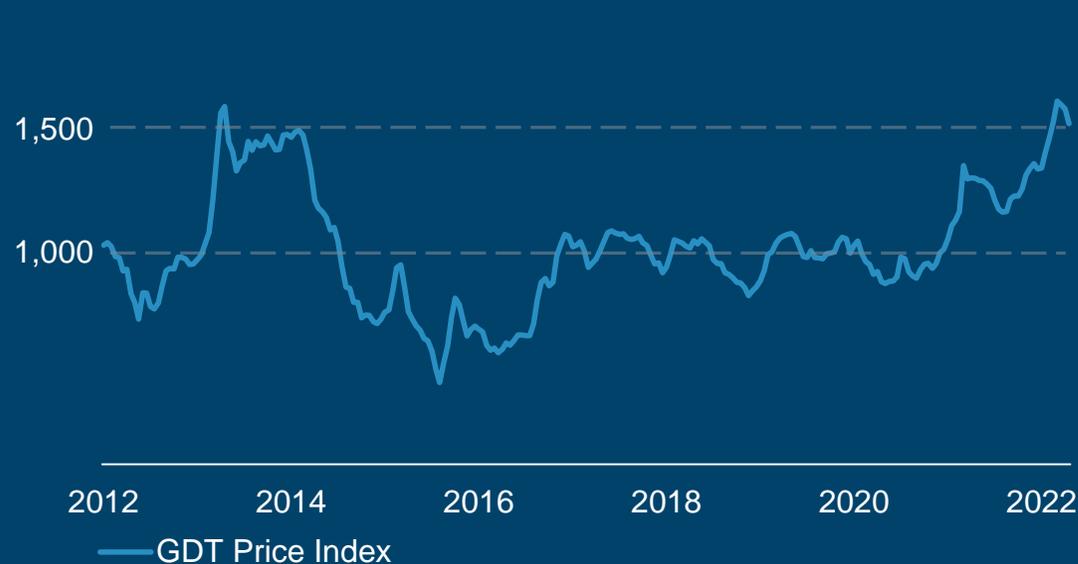
2. Attributable to equity holders of the Co-operative and excludes amounts attributable to non-controlling interests



- Macroeconomic and geopolitical events impacting supply chains, market volatility and putting pressure on global economic growth
- Long-term outlook for dairy remains positive, announced strong opening 2022/23 forecast Farmgate Milk Price range
- Continuing to deliver record milk price for the current season, but short-term impacts on demand
- Diversified and resilient earnings, given ongoing margin pressure from higher milk price, ongoing COVID-19 disruptions and Sri Lanka's economic crisis
- Maintaining forecast earnings range. Incorporates Q4 seasonal profile and ongoing margin pressure

# Despite recent softening, dairy prices remain at high levels and price relativities improved during Q3

## GDT Price Index



- During FY22 Q3, GDT Price Index reached highest levels since trading on the platform began
- Prices weakened near the end of Q3 due to a number of events impacting global demand

## Reference and non-reference price relativities on GDT



- Price relativities improved in Q3, relative to FY22 H1
- Price relativities year-to-date are less favourable than last year

Source: GlobalDairyTrade

1. The shipment price is a weighted average price of GDT contracts struck 1 to 5 months prior to the agreed shipment month. Shipment month is the month in which the sale would be deemed for financial reporting purposes to have been completed, and will normally be the month in which the sale is invoiced and the product is shipped

2. Reference product shipment price is represented by a weighted average of the WMP, SMP, AMF and butter prices achieved on GDT

3. Non-reference product shipment price is represented by the cheddar prices achieved on GDT

# Key events impacting global environment in Q3

Global inflation pressures, rising interest rates, supply chain challenges and geopolitical events are contributing to increased market volatility and downward pressure of global economic growth forecasts



## Russia-Ukraine conflict

- Russia-Ukraine conflict has increased disruption of supply chains, grain and oil prices, adding to global market volatility and increased uncertainty

## China

- Recent COVID-19 lockdowns in China reduced demand late in Q3 and disrupted supply chains
- Expect reduced demand to continue into Q4

## Sri Lanka

- COVID-19 contributed to the rapid deterioration in economic conditions and devaluation of the rupee
- Revaluation of Sri Lankan business payables for inventory has adversely impacted our earnings

# Total Group business performance

million <sup>1</sup>	2021 <sup>2</sup>	2022	%Δ <sup>3</sup>
Sales volume ('000 MT)	3,053	<b>2,946</b>	(4)%
Revenue (\$)	15,485	<b>16,982</b>	10%
Cost of goods sold (\$)	(12,986)	<b>(14,547)</b>	(12)%
Gross profit (\$)	2,499	<b>2,435</b>	(3)%
Gross margin (%)	16.1%	<b>14.3%</b>	
Operating expenses (\$)	(1,590)	<b>(1,632)</b>	(3)%
Other <sup>4</sup> (\$)	50	<b>22</b>	(56)%
Normalised EBIT (\$)	959	<b>825</b>	(14)%
Normalised profit after tax (\$)	587	<b>472</b>	(20)%
Normalised EPS <sup>5</sup> (cents)	34	<b>28</b>	(18)%

1. Total Group figures are unaudited and for the nine months ended 30 April. This includes continuing and discontinued operations and are on a normalised basis unless otherwise stated

2. 2021 performance includes Ying and Yutian China Farming hubs and China Farms joint venture, which were sold during FY21

- Increased revenue from higher product prices, partially offset by lower sales volumes reflecting lower milk production and timing of sales due to short-term impacts on demand
- Solid gross profit given significant increase in costs of goods sold. Strong Ingredients gross margin, offset by higher milk price continuing to impact Foodservice and Consumer margins
- Increased operating expenses, mainly due to inflationary pressures and COVID-19 supply chain disruption
- 'Other' includes \$(81) million adverse revaluation of the Sri Lankan business payables due to devaluation of the rupee
- Normalised profit after tax is down \$115 million, due to lower earnings, partially offset by lower interest expense

3. Percentages as shown in table may not align to the calculation of percentages based on numbers in the table due to rounding of figures

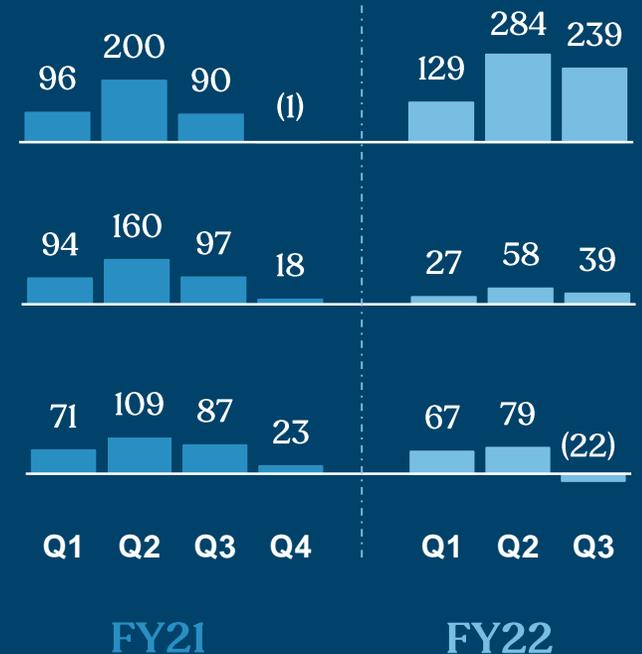
4. Consists of other operating income, net foreign exchange gains/(losses) and share of profit or loss on equity accounted investees

5. Attributable to equity holders of the Co-operative and excludes amounts attributable to non-controlling interests

# Diversified across markets and products

	Asia Pacific	AMENA	Greater China	Total
Volume ('000 MT) <sup>1</sup>	1,015 ↓ 1%	990 ↑ 1%	812 ↓ 9%	2,817 ↓ 3%
<b>EBIT contribution<sup>1,2</sup></b>				
 Ingredients	\$136m ↑ \$80m	\$319m ↑ \$103m	\$197m ↑ \$83m	\$652m ↑ \$266m
 Foodservice	\$0m ↓ \$77m	\$2m ↓ \$13m	\$122m ↓ \$137m	\$124m ↓ \$227m
 Consumer	\$41m <sup>3</sup> ↓ \$135m	\$85m ↑ \$3m	\$(2)m ↓ \$11m	\$124m ↓ \$143m
<b>Total</b>	\$177 ↓ \$132m	\$406m ↑ \$93m	\$317m ↓ \$65m	

## EBIT by Quarter<sup>1,2</sup>



Note: Figures are unaudited for the nine months ended 30 April 2022

1. Prepared on a normalised continuing operations basis. Normalised EBIT contributions sum to \$900 million, and does not align to reported continuing operations due to excluding unallocated costs and eliminations

2. Inclusive of Group Operations' EBIT attribution. Comparative information includes re-presentations for consistency with the current period

3. Includes \$(81) million adverse revaluation of payables in Sri Lanka

# Strong Ingredients' performance offset by lower Foodservice and Consumer margins

Region	2021 EBIT	2022 EBIT	Change
<b>Asia Pacific</b>			
Ingredients	\$56m	\$136m	143%
Foodservice	\$77m	\$0m	(100)%
Consumer	\$176m	\$41m <sup>2</sup>	(77)%
	<b>\$309m</b>	<b>\$177m</b>	<b>(43)%</b>
<b>AMENA</b>			
Ingredients	\$216m	\$319m	48%
Foodservice	\$15m	\$2m	(87)%
Consumer	\$82m	\$85m	4%
	<b>\$313m</b>	<b>\$406m</b>	<b>30%</b>
<b>Greater China</b>			
Ingredients	\$114m	\$197m	73%
Foodservice	\$259m	\$122m	(53)%
Consumer	\$9m	\$(2)m	-
	<b>\$382m</b>	<b>\$317m</b>	<b>(17)%</b>
<b>Eliminations<sup>1</sup></b>	<b>\$(94)m</b>	<b>\$(90)m</b>	<b>4%</b>
<b>Total</b>	<b>\$910m</b>	<b>\$810m</b>	<b>(11)%</b>

Product channel EBIT



Note: Figures are unaudited and for the nine months ended 30 April and prepared on a normalised continuing operations basis. Comparative information includes re-presentations for consistency with the current period

1. Eliminations and unallocated costs

2. Includes \$(81) million adverse revaluation of payables in Sri Lanka

# Progress on our long term strategy



## Government support for capital structure

Government consultation underway, with amendments to progress through Parliament this year

## Announced the trial of an electric milk tanker

The first of its kind in NZ & part of our aspiration to be Net Zero by 2050

## Progressing plans to get out of coal by 2037

Successfully completed trials of wood pellets at Hautapu & wood biomass at Edendale

## Launched Nurture

A low sugar cultured milk drink, with added vitamins and probiotics, targeting the gut health market

**Focus on NZ milk**

**Lead in sustainability**

**Lead in dairy science & innovation**

# Forecast 2021/22 Season Farmgate Milk Price



## Forecast Farmgate Milk Price

**\$9.10 - \$9.50**

per kgMS

- Strong demand for dairy and over 95% of milk contracted for the season
- Recent events have impacted global demand for dairy products in the short-term, in particular:
  - China COVID-19 lockdowns
  - Sri Lanka's economic crisis
  - Russia-Ukraine conflict



Source: GlobalDairyTrade. Data is up to GDT event 308 on 17 May 2022

1. Reference product shipment price is represented by a weighted average of the WMP, SMP, AMF and butter prices  
 2. The shipment price is a weighted average price of GDT contracts struck 1 to 5 months prior to the agreed shipment month. Shipment month is the month in which the sale would be deemed for financial reporting purposes to have been completed, and will normally be the month in which the sale is invoiced and the product is shipped

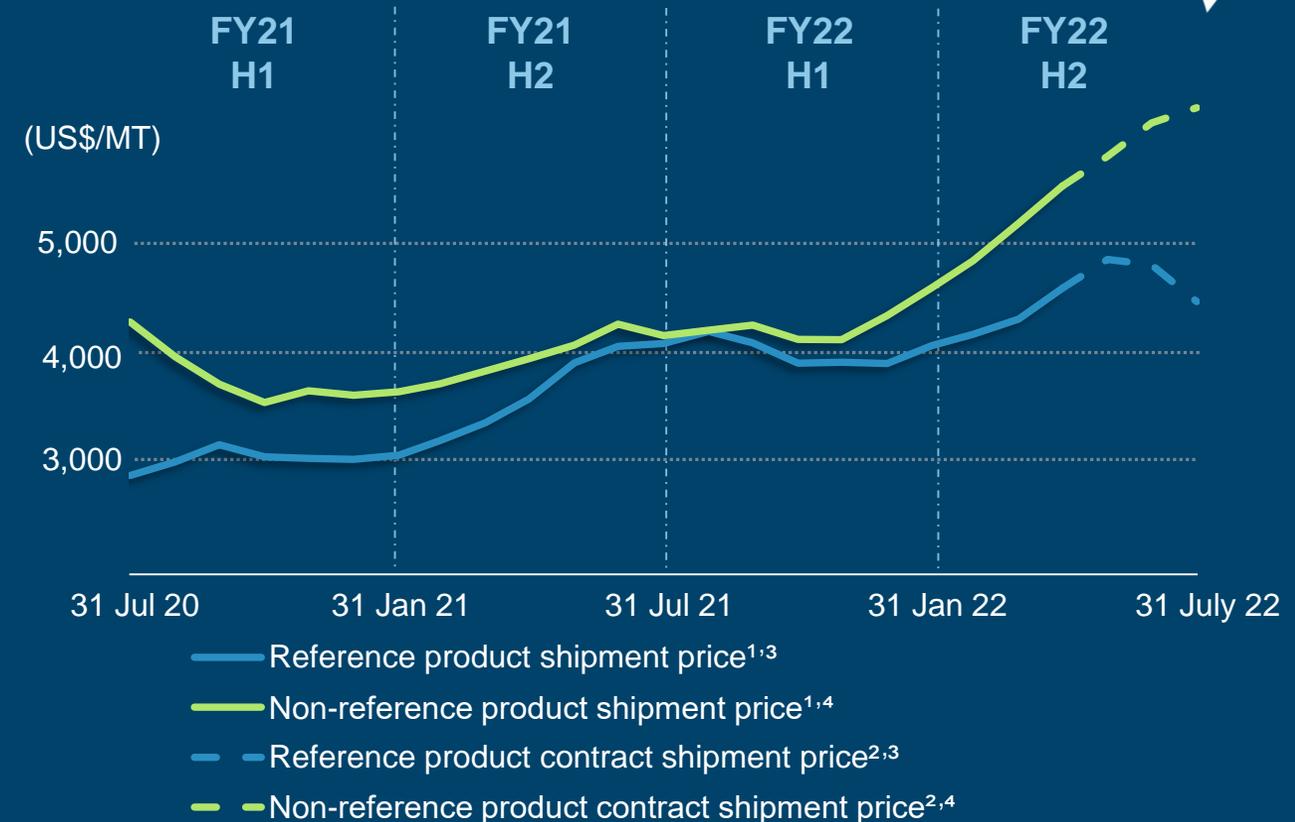
3. The contracted shipment price is the weighted average shipment price of GDT contracts won 1 to 5 months prior on the GDT platform. These contracts are yet to be shipped or invoiced and the weighted average price will change closer to the actual shipment date as new contracts are written

# 2022 earnings outlook

## Forecast Earnings

**25 - 35c**  
per share

- Maintained forecast earnings range:
  - Favourable price relativities in Q4 contributing to earnings, in particular from our protein portfolio such as casein
  - Incorporates Q4 seasonal profile and ongoing margin pressure
- Risk of further volatility from Sri Lankan economic situation and supply chain disruptions



Source: GlobalDairyTrade. Data is up to GDT event 308 on 17 May 2022

1. The shipment price is a weighted average price of GDT contracts struck 1 to 5 months prior to the agreed shipment month. Shipment month is the month in which the sale would be deemed for financial reporting purposes to have been completed, and will normally be the month in which the sale is invoiced and the product is shipped

2. The contracted shipment price is the weighted average shipment price of GDT contracts won 1 to 5 months prior on the GDT platform. These contracts are yet to be shipped or invoiced and the weighted average price will change closer to the actual shipment date as new contracts are written

3. Reference product shipment price is represented by a weighted average of the WMP, SMP, AMF and butter prices achieved on GDT

4. Non-reference product shipment price is represented by the cheddar prices achieved on GDT

# Forecast 2022/23 Season Farmgate Milk Price

- Midpoint of \$9.00 per kgMS reflects:
  - continued demand for dairy, despite events impacting global demand in the short-term
  - constrained supply as growth from key milk producing regions is expected to remain low
- The wide range reflects several risks, such as further impacts from:
  - COVID-19
  - macroeconomic factors including global inflation, increasing interest rates, and volatility in financial and foreign exchange markets
  - geopolitical events such as the Russia-Ukraine conflict and Sri Lanka's economic crisis

2022/23 Season  
Opening Forecast Farmgate Milk Price

**\$8.25 - \$9.75**  
per kgMS



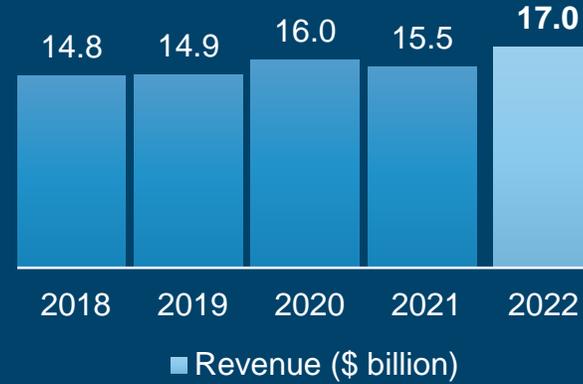
# Appendix



## Sales Volume



## Revenue

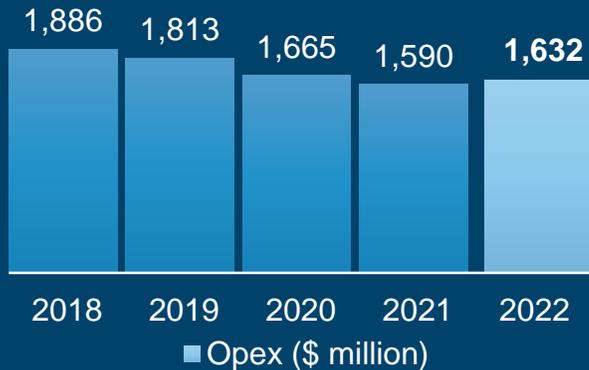


## Gross Profit

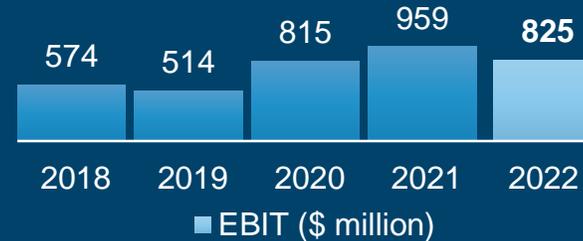


# Key financial metrics for Total Group FY22 Q3

## OPEX



## Normalised EBIT

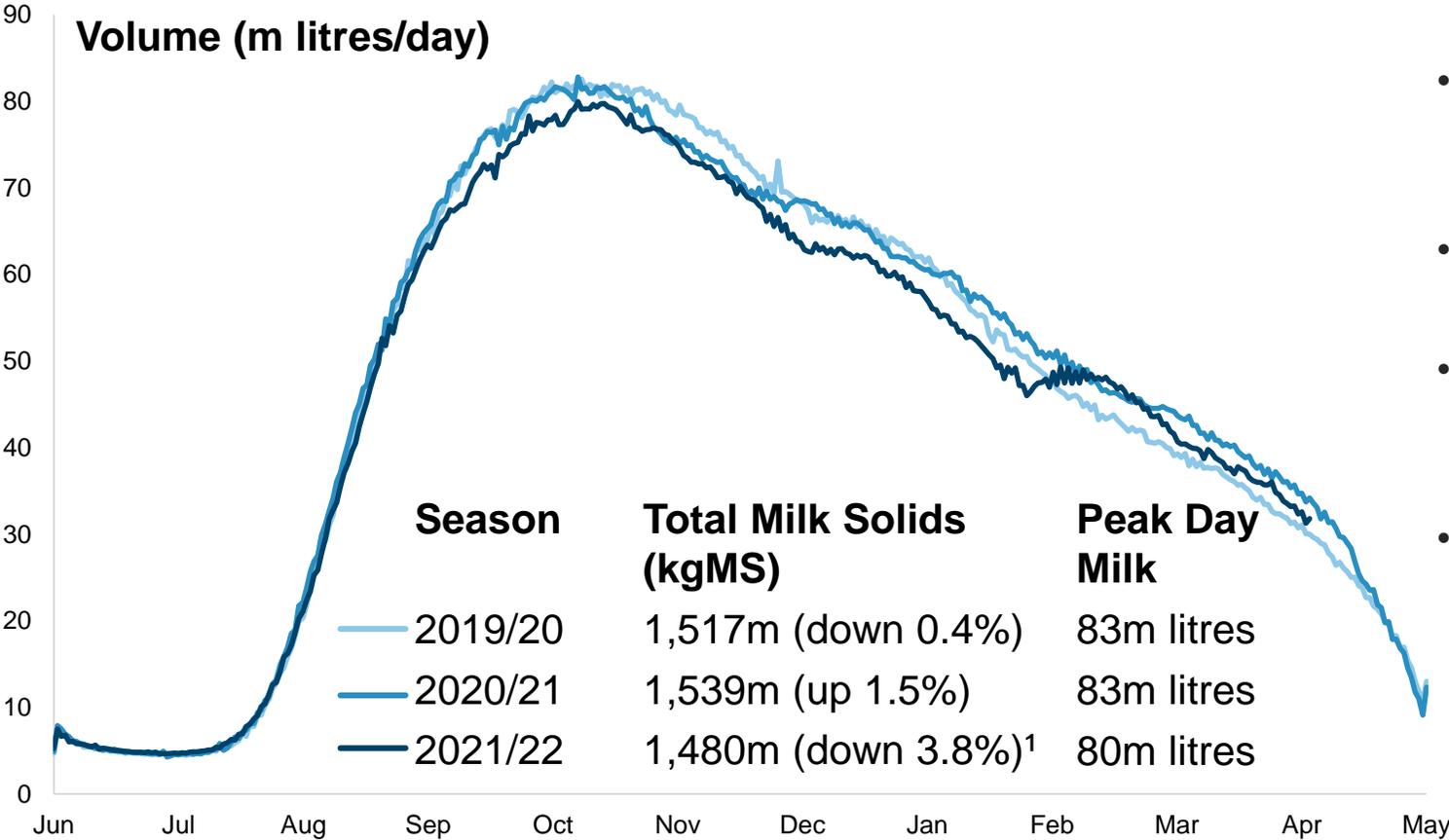


## Reported EBIT



Note: Total Group figures are unaudited and for the nine months ended 30 April. This includes continuing and discontinued operations and are on a normalised basis unless otherwise stated

# Fonterra's New Zealand milk collections



- Fonterra's NZ milk collection season-to-date (June – April) is 1,408 million kgMS, 3.8% behind last season
- Cold and wet spring with lower sunshine affected collections early in the season
- Improved North Island collections late in the season due to favourable growing conditions, offset by drier conditions in lower South Island
- Full season forecast remains at 1,480 million kgMS, down 3.8% on last season

1. Current full season forecast

# Reconciliation to Total Group EBIT

NZD million	30 April 2021			30 April 2022		
	Continuing Operations	Discontinued Operations	Total Group	Continuing Operations	Discontinued Operations	Total Group
Revenue	15,029	456	15,485	16,647	335	16,982
Cost of goods sold	(12,634)	(352)	(12,986)	(14,304)	(243)	(14,547)
Gross profit	2,395	104	2,499	2,343	92	2,435
Gross margin	15.9%	22.8%	16.1%	14.1%	27.5%	14.3%
Operating expenses	(1,521)	(69)	(1,590)	(1,555)	(77)	(1,632)
Other <sup>1</sup>	36	14	50	22	-	22
Normalised EBIT	910	49	959	810	15	825
Normalisations	(34)	50	16	-	-	-
Reported EBIT	876	99	975	810	15	825

Note: Figures are unaudited and for the nine months ended 30 April

1. Consists of other operating income, net foreign exchange gains/(losses) and share of profit or loss on equity accounted investees

# Product channel performance

## Ingredients

Volume ('000 MT) **1,641** from 1,725 ↓

\$ millions ■ 2021 ■ 2022



Gross margin **10.6%** from 9.2% ↑

- Increased gross margin due to:
  - Strong demand in our protein portfolio for caseinate, WPC
  - Higher product prices in our Australia business

## Foodservice

Volume ('000 MT) **382** from 376 ↑



Gross margin **15.1%** from 25.1% ↓

- Gross margin down due to in-market sales pricing not increasing at the same rate as rising dairy prices
- Q3 gross margin remained in line with half year

## Consumer

Volume ('000 MT) **794** from 803 ↓



Gross margin **25.7%** from 28.8% ↓

- Improved gross margins in Chile and Australia businesses offset by higher input costs in other markets
- EBIT impacted by \$(81) adverse million revaluation of our Sri Lankan business payables

# New Zealand sourced Ingredients product mix

	2021		2022	
<b>Sales volume ('000 MT)<sup>1</sup></b>				
Reference products	1,353		1,243	
Non-reference products	649		642	
<b>Revenue<sup>1</sup></b>	<b>\$ billion</b>	<b>\$ per MT</b>	<b>\$ billion</b>	<b>\$ per MT</b>
Reference products	6.7	4,918	7.6	6,105
Non-reference products	3.6	5,578	4.2	6,522
<b>Cost of Milk</b>				
Reference products	5.2	3,856	6.1	4,902
Non-reference products	2.3	3,479	2.8	4,318

- Reference products sales volumes down due to lower milk production and short-term impacts on demand
- The average reference product sales price per metric tonne has increased 24%, with all reference products contributing to the increase
- The average non-reference product sales price per metric tonne has increased 17%:
  - Prices across the non-reference portfolio have increased significantly, particularly casein and WPC
  - Cheese prices have increased, but at a lower rate than other products
- Cost of milk increased 27% and 24% for reference products and non-reference products, respectively

Note: Figures are unaudited and for the nine months ended 30 April. Figures represent Fonterra-sourced New Zealand milk only. Reference products are products used in the calculation of the Farmgate Milk Price – WMP, SMP, BMP, butter and AMF. Milk solids used in the products sold were 692 million kgMS in reference products and 321 million kgMS non-reference products (previous comparative period 758 million kgMS reference products and 331 million non-reference products)

1. Excludes bulk liquid milk. Bulk liquid milk for the nine months ended 30 April 2022 was 51,000 MT of kgMS equivalent (the nine months ended 30 April 2021 was 55,000 MT of kgMS equivalent)

# Group performance by region

## Asia Pacific

Volume ('000 MT)

**1,015** From 1,030 ↓

Revenue (\$ million)

**5,717** From 5,255 ↑

Gross margin

**15.6%** From 18.2% ↓

\$ million ■ 2021 ■ 2022



## AMENA

Volume ('000 MT)

**990** From 982 ↑

Revenue (\$ million)

**6,018** From 5,207 ↑

Gross margin

**13.7%** From 13.7% ↑



## Greater China

Volume ('000 MT)

**812** From 892 ↓

Revenue (\$ million)

**5,063** From 4,678 ↑

Gross margin

**12.7%** From 14.6% ↓



Note: Figures are unaudited and for the nine months ended 30 April. Does not add to Total Group as shown on a normalised continuing operations basis and excludes unallocated costs and eliminations. Comparative information includes re-presentations for consistency with the current period

# Asia Pacific

million	2021	2022	%Δ <sup>1</sup>
Sales volume <sup>2</sup> ('000 MT)	1,030	1,015	(1)%
Revenue (\$)	5,255	5,717	9%
Gross profit (\$)	955	889	(7)%
Gross margin (%)	18.2%	15.6%	
Operating expenses (\$)	(642)	(650)	(1)%
Other <sup>3</sup> (\$)	(4)	(62)	(1,450)%
Normalised EBIT <sup>4</sup> (\$)	309	177	(43)%

Includes EBIT attribution from Group Operations <sup>5</sup> (\$)	22	42	91%
---	----	----	-----

## EBIT by Quarter (\$ million)



- Improved Ingredients gross profit more than offset by a decline in Foodservice and Consumer gross profit:
  - Continued strong Ingredients gross margin driven by our Australian business achieving higher product prices
  - Lower gross margins in Foodservice and Consumer due to higher cost of milk and COVID-19 impacts
- 'Other' down due to \$(81) million adverse revaluation of our Sri Lankan business payables
- Increased EBIT attribution from Group Operations due to improved margins, particularly in our powder portfolio

Note: Figures are unaudited and for the nine months ended 30 April. Figures are on a normalised continuing operations basis. Comparative information includes re-presentations for consistency with the current period

- Percentages as shown in table may not align to the calculation of percentages based on numbers in the table due to rounding of figures
- Includes sales to other segments
- Consists of other operating income, net foreign exchange gains/(losses) and share of profit or loss on equity accounted investees
- This includes EBIT attribution from Group Operations
- This is included in Asia Pacific's EBIT. Refer to Glossary for explanation of Group Operations

# Asia Pacific channel performance

## Ingredients

Volume ('000 MT)

**443** From 446 ↓

Revenue (\$ million)

**3,099** From 2,637 ↑

Gross margin

**10.3%** From 8.5% ↑

\$ million ■ 2021 ■ 2022



## Foodservice

Volume ('000 MT)

**130** From 123 ↑

Revenue (\$ million)

**768** From 695 ↑

Gross margin

**13.5%** From 25.8% ↓



## Consumer

Volume ('000 MT)

**442** From 461 ↓

Revenue (\$ million)

**1,850** From 1,923 ↓

Gross margin

**25.1%** From 28.7% ↓

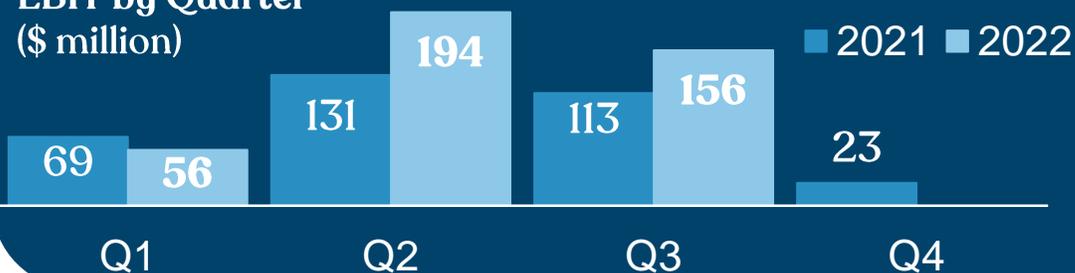


Note: Figures are unaudited and for the nine months ended 30 April. Does not add to Total Group as shown on a normalised continuing operations basis and excludes unallocated costs and eliminations. Comparative information includes re-presentations for consistency with the current period

# AMENA

million	2021	2022	%Δ <sup>1</sup>
Sales volume <sup>2</sup> ('000 MT)	982	990	1%
Revenue (\$)	5,207	6,018	16%
Gross profit (\$)	712	827	16%
Gross margin (%)	13.7%	13.7%	
Operating expenses (\$)	(426)	(466)	(9)%
Other <sup>3</sup> (\$)	27	45	67%
Normalised EBIT <sup>4</sup> (\$)	313	406	30%
Includes EBIT attribution from Group Operations <sup>5</sup> (\$)	(13)	57	-

## EBIT by Quarter (\$ million)



- Strong increase in gross profit due to:
  - Improved pricing and product mix in the Ingredients channel, particularly caseinate and WPC in the protein portfolio
  - Continued volume and gross margin growth in our Chilean consumer business
- Increased operating expenses due to rising supply chain costs and supporting the increased sales volumes in Chile
- Increased EBIT attribution from Group Operations due to higher margins, particularly in the protein portfolio

Note: Figures are unaudited and for the nine months ended 30 April. Figures are on a normalised continuing operations basis. Comparative information includes re-presentations for consistency with the current period

1. Percentages as shown in table may not align to the calculation of percentages based on numbers in the table due to rounding of figures
2. Includes sales to other segments
3. Consists of other operating income, net foreign exchange gains/(losses) and share profit or loss on of equity accounted investees
4. This includes EBIT attribution from Group Operations
5. This is included in AMENA's EBIT. Refer to Glossary for explanation of Group Operations

# AMENA channel performance

## Ingredients

Volume ('000 MT)

**639** From 658 ↓

Revenue (\$ million)

**4,741** From 4,094 ↑

Gross margin

**11.6%** From 10.8% ↑

\$ million ■ 2021 ■ 2022



## Foodservice

Volume ('000 MT)

**55** From 44 ↑

Revenue (\$ million)

**306** From 250 ↑

Gross margin

**7.5%** From 14.0% ↓



## Consumer

Volume ('000 MT)

**296** From 280 ↑

Revenue (\$ million)

**971** From 863 ↑

Gross margin

**26.2%** From 27.3% ↓

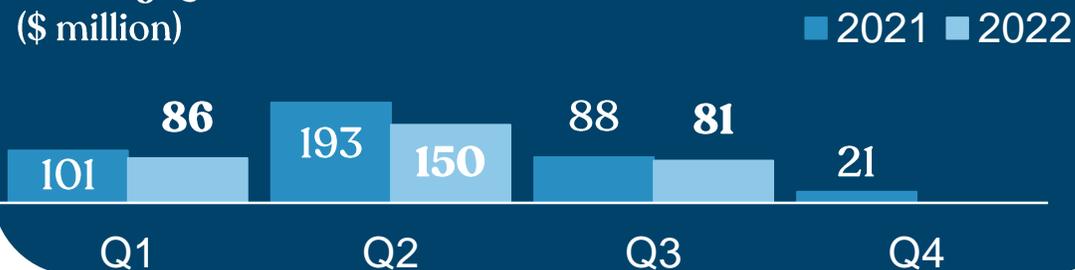


Note: Figures are unaudited and for the nine months ended 30 April. Does not add to Total Group as shown on a normalised continuing operations basis and excludes unallocated costs and eliminations. Comparative information includes re-presentations for consistency with the current period

# Greater China

million	2021	2022	%Δ <sup>1</sup>
Sales volume <sup>2</sup> ('000 MT)	892	812	(9)%
Revenue (\$)	4,678	5,063	8%
Gross profit (\$)	682	642	(6)%
Gross margin (%)	14.6%	12.7%	
Operating expenses (\$)	(301)	(340)	(13)%
Other <sup>3</sup> (\$)	1	15	
Normalised EBIT <sup>4</sup> (\$)	382	317	(17)%
Includes EBIT attribution from Group Operations <sup>5</sup> (\$)	-	6	-

## EBIT by Quarter (\$ million)



- Sales volumes down due to lower volumes of GDT products purchased and impact of COVID-19 lockdowns
- Improved Ingredients channel performance offset by a decline in the Foodservice channel:
  - Ingredients channel improved due to higher prices and increased sales volumes of higher margin products, particularly caseinate products
  - Foodservice channel impacted by higher cost of milk reducing gross margins and COVID-19 lockdowns
- Increased operating expenses mainly due to COVID-19 supply chain challenges

Note: Figures are unaudited and for the nine months ended 30 April. Figures are on a normalised continuing operations basis. Comparative information includes re-presentations for consistency with the current period

1. Percentages as shown in table may not align to the calculation of percentages based on numbers in the table due to rounding of figures
2. Includes sales to other segments
3. Consists of other operating income, net foreign exchange gains/(losses) and share of profit or loss on equity accounted investees
4. This includes EBIT attribution from Group Operations
5. This is included in Greater China's EBIT. Refer to Glossary for explanation of Group Operations

# Greater China channel performance

## Ingredients

Volume ('000 MT)

**559** From 621 ↓

Revenue (\$ million)

**3,421** From 3,079 ↑

Gross margin

**9.4%** From 7.6% ↑

\$ million ■ 2021 ■ 2022



## Foodservice

Volume ('000 MT)

**197** From 209 ↓

Revenue (\$ million)

**1,362** From 1,299 ↑

Gross margin

**17.8%** From 26.9% ↓



## Consumer

Volume ('000 MT)

**56** From 62 ↓

Revenue (\$ million)

**280** From 300 ↓

Gross margin

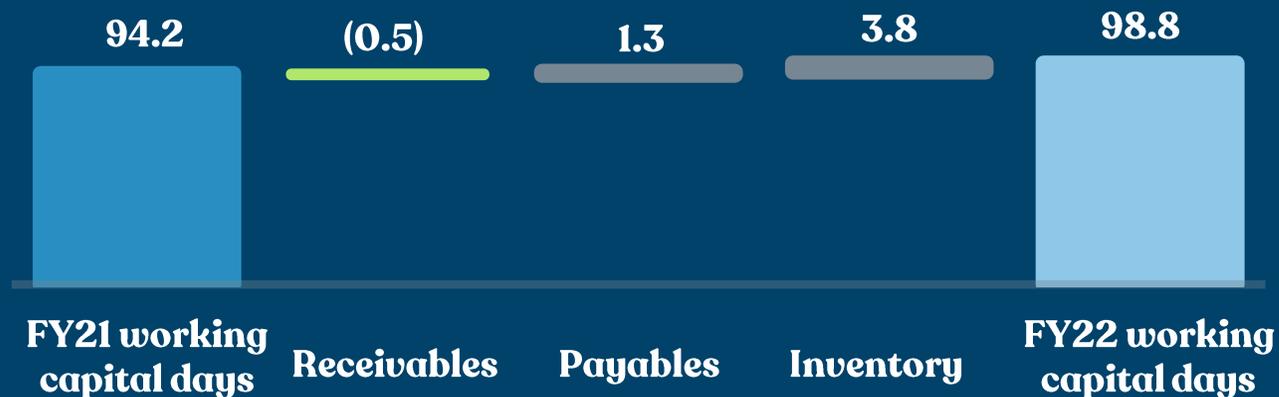
**27.9%** From 33.3% ↓



Note: Figures are unaudited and for the nine months ended 30 April. Does not add to Total Group as shown on a normalised continuing operations basis and excludes unallocated costs and eliminations. Comparative information includes re-presentations for consistency with the current period

# Strong balance sheet enables us to manage sales profile

## Working capital day drivers



## Closing inventory as at April 30



- Strong balance sheet enables us to hold higher inventory to manage sales profile following ongoing COVID-19 disruptions
- Working capital days have increased due to:
  - Unfavourable inventory days due to higher milk price and higher average inventory levels
  - Favourable receivables more than offset by unfavourable payables
- As at 30 April, our inventory position is higher than same time last year:
  - Significantly higher dairy prices has increased the value of inventory by \$0.9 billion
  - An additional 77,000 MT of inventory on hand has contributed to a \$0.5 billion increase in inventory

# Our Sri Lanka business

We ship around 80,000 MT per annum of New Zealand dairy to Sri Lanka, generating revenue of close to NZD \$500 million



## Consumer brand business

- established as a joint venture in 1987
- 100% shareholding since 2000

**2** packaging plants at our Biyagama site

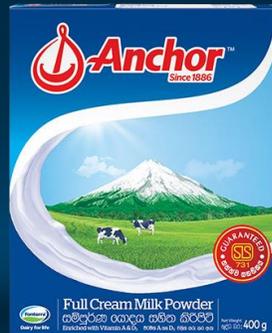
- 1 powder plant
- 1 liquid & culture products plant



**600+**  
employees

Main brands include:

Anchor



Ratthi



Anlene



Newdale

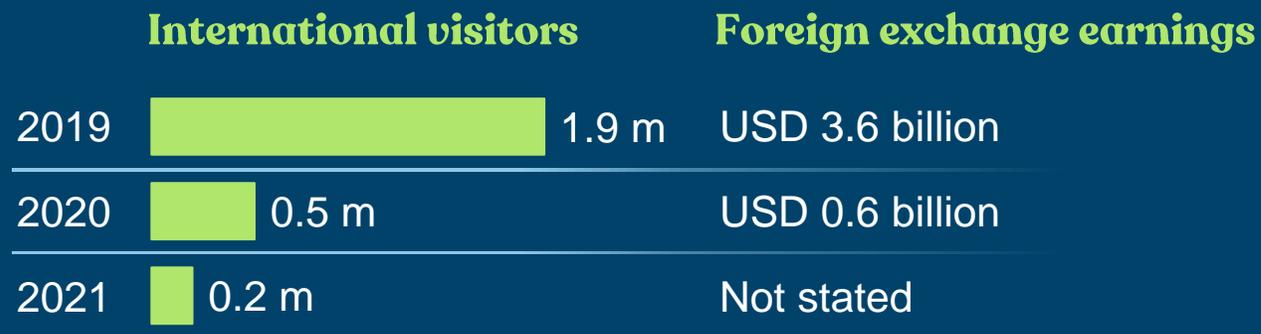


# Sri Lanka economic crisis

The impact of COVID-19 contributed to the rapid deterioration in economic conditions and devaluation of the Sri Lankan Rupee

The Sri Lankan tourism industry, a significant contributor to the economy, has been impacted by COVID-19, political turmoil and now the economic crisis

The Sri Lankan Rupee was unpegged and has limited capacity to be hedged. It has devalued against the USD so the amount of rupee required to meet USD purchases has increased



Source: Sri Lanka Tourism Development Authority

## Sri Lanka Consumer Price Index



Source: Central Bank of Sri Lanka, year-on-year percentage change

## USD : Sri Lankan Rupee



Source: Bloomberg

# 2022 Board Statement of Intentions



In accordance with the Constitution of Fonterra, the Board Statement of Intentions sets out the Board's intentions for the performance and operations of Fonterra. The table below provides an update as of 30 April 2022, of Fonterra's performance against these targets.

	FY21	FY22 Q3 YTD	FY22 FY Target
<b>Healthy People</b>			
Total recordable injury frequency rate (TRIFR) per million work hours <sup>1</sup>	5.7	<b>6.8</b>	5.6
Female representation in senior leadership <sup>2</sup>	32.4%	<b>35.0%</b>	35.8%
Employee engagement	4.09	— <sup>3</sup>	Top Quartile <sup>3</sup>
Farmer sentiment (Net Promoter Score for Fonterra in New Zealand)	23	<b>35</b>	30
<b>Healthy Environment</b>			
Number of farms with Farm Environment Plans (New Zealand)	53%	<b>66%</b>	67%
Reduction in water used at sites in water-constrained regions versus FY18	(2.6)%	<b>(7.6)%<sup>4</sup></b>	(8.0)%
Reduction in greenhouse gas emissions from manufacturing versus FY18	(6.5)%	<b>(9.5)%<sup>4</sup></b>	(6.5)%
<b>Healthy Business</b>			
Fonterra % kgMS of New Zealand milk collected for the season ended 31 May	79.0%	<b>79.4%<sup>5</sup></b>	79.3%
New Zealand Farmgate Milk Price (per kgMS)	\$7.54	<b>\$9.10-\$9.50<sup>6</sup></b>	\$7.25-\$8.75
Return on capital	6.6%	<b>Behind<sup>7</sup></b>	6.5% to 7.0%
Debt/EBITDA	2.7x	<b>Behind<sup>7</sup></b>	2.4x
Adjusted Net Debt Gearing Ratio	38.5%	<b>Behind<sup>7</sup></b>	34.5%
Normalised earnings per share	34c	<b>On track<sup>7</sup></b>	25c to 40c

1. Part of zero harm philosophy which also includes target 0 serious harm/0 fatalities

2. Senior leadership defined as Band 14+

3. Under ongoing management review of the provider and means of determining engagement, measurement of this metric may not be completed during the FY22 financial year.

4. Calculated using a combination of actual data and estimates. FY22 GHG target flat reflecting improved efficiencies

offset by increased volumes.

5. Season to 31 March 2022. Prior comparable season to 31 March 2021: 79.3%.

6. Latest publicly announced Forecast Farmgate Milk Price (9 May 2022).

7. FY22 Q3 reflects a full year forecast basis.

# Glossary

## Asia Pacific

Represents the Ingredients, Foodservice and Consumer channels in New Zealand, Australia, Pacific Islands, South East Asia and South Asia

## AMENA

Represents the Ingredients, Foodservice and Consumer channels in Africa, Middle East, Europe, North Asia and Americas

## Capital expenditure

Capital expenditure comprises purchases of property (less specific disposals where there is an obligation to repurchase), plant and equipment and intangible assets (excluding purchases of emissions units), net purchases of livestock, and includes amounts relating to disposal groups held for sale

## Consumer

Represents the channel of branded consumer products, such as powders, yoghurts, milk, butter, and cheese

## Debt/EBITDA

Is adjusted net debt divided by Total Group normalised earnings before interest, tax, depreciation and amortisation (Total Group normalised EBITDA) excluding share of profit/loss of equity accounted investees and net foreign exchange gains/losses

## Earnings before interest and tax (EBIT)

Is profit before net finance costs and tax

## Farmgate Milk Price

Means the average price paid by Fonterra for each kilogram of milk solids (kgMS) supplied by Fonterra's farmer shareholders under Fonterra's standard terms of supply. The season refers to the 12-month milk season of 1 June to 31 May. The Farmgate Milk Price is set by the Board, based on the recommendation of the Milk Price Panel. In making that recommendation, the Panel provides assurance to the Board that the Farmgate Milk Price has been calculated in accordance with the Farmgate Milk Price Manual

## Foodservice

Represents the channel selling to businesses that cater for out-of-home consumption; restaurants, hotels, cafes, airports, catering companies etc. The focus is on customers such as; bakeries, cafes, Italian restaurants, and global quick-service restaurant chains. High performance dairy ingredients including whipping creams, mozzarella, cream cheese and butter sheets, are sold in alongside our business solutions under the Anchor Food Professionals brand

## Greater China

Represents the Ingredients, Foodservice and Consumer channels in Greater China, and the Falcon China Farms JV

## Group Operations

Comprises functions under the Chief Operating Office (COO) including New Zealand milk collection and processing operations and assets, supply chain, Group IT, Sustainability and Innovation; Fonterra Farm Source™ retail stores; and the Central Portfolio Management function (CPM)

# Glossary

## Ingredients

Represents the channel comprising bulk and specialty dairy products such as milk powders, dairy fats, cheese and proteins manufactured in New Zealand, Australia, Europe and Latin America, or sourced through our global network, and sold to food producers and distributors

## kgMS

Means kilograms of milk solids, the measure of the amount of fat and protein in the milk supplied to Fonterra

## Non-reference products

Means all dairy products, except for reference commodity products manufactured in NZ. Includes Whey Protein Concentrate (WPC)

## Normalised earnings per share (EPS)

Normalised earnings per share is calculated as normalised profit after tax attributed to equity holders of the Co-operative divided by the weighted average number of shares on issue for the period

## Reference commodity products (also referred to as reference products)

Means the commodity products used to calculate the Farmgate Milk Price, comprising Whole Milk Powder, Skim Milk Powder, Butter Milk Powder, Anhydrous Milk Fat and Butter

## Return on capital

Is Total Group normalised EBIT including finance income on long-term advances less a notional tax charge, divided by average capital employed

## Season

New Zealand: A period of 12 months from 1 June to 31 May

Australia: A period of 12 months from 1 July to 30 June

Chile: A period of 12 months from 1 August to 31 July

## Unallocated costs and eliminations

Represents corporate costs including Co-operative Affairs and Group Functions; and any other costs that are not directly associated to the reporting segments; and eliminations of inter-segment transactions

# Important information and disclaimer

This presentation may contain forward-looking statements and projections. There can be no certainty of outcome in relation to the matters to which the forward-looking statements and projections relate. These forward-looking statements and projections involve known and unknown risks, uncertainties, assumptions and other important factors that could cause the actual outcomes to be materially different from the events or results expressed or implied by such statements and projections. Those risks, uncertainties, assumptions and other important factors are not all within the control of Fonterra Co-operative Group Limited (Fonterra) and its subsidiaries (the Fonterra Group) and cannot be predicted by the Fonterra Group.

While all reasonable care has been taken in the preparation of this presentation, none of Fonterra or any of its respective subsidiaries, affiliates and associated companies (or any of their respective officers, employees or agents) (Relevant Persons) makes any representation, assurance or guarantee as to the accuracy or completeness of any information in this presentation or likelihood of fulfilment of any forward-looking statement or projection or any outcomes expressed or implied in any forward-looking statement or projection. The forward-looking statements and projections in this report reflect views held only at the date of this presentation.

Statements about past performance are not necessarily indicative of future performance.

Except as required by applicable law or any applicable Listing Rules, the Relevant Persons disclaim any obligation or undertaking to update any information in this presentation.

This presentation does not constitute investment advice, or an inducement, recommendation or offer to buy or sell any securities in Fonterra or the Fonterra Shareholders' Fund.

# Non-GAAP Measures

Fonterra uses several non-GAAP measures when discussing financial performance. Non-GAAP measures are not defined or specified by NZ IFRS.

Management believes that these measures provide useful information as they provide valuable insight on the underlying performance of the business. They may be used internally to evaluate the underlying performance of business units and to analyse trends. These measures are not uniformly defined or utilised by all companies. Accordingly, these measures may not be comparable with similarly titled measures used by other companies. Non-GAAP financial measures should not be viewed in isolation nor considered as a substitute for measures reported in accordance with NZ IFRS. Non-GAAP measures are not subject to audit unless they are included in Fonterra's audited annual financial statements.

Definitions of non-GAAP measures used by Fonterra can be found in the Glossary.