Our Co-operative’s strategy is to enhance people’s lives through convenience, health and wellbeing by unlocking the goodness of NZ milk.

**OUR PATH TO 2030**

**THE VALUE WE’RE AIMING TO CREATE BY 2030**

- **Average Farmgate Milk Price range for the decade**
  - $6.50–$7.50 per kgMS

- **Operating Profit**
  - 40–50% increase from FY21

- **Group ROC**
  - ~9–10%

- **~$1b invested in sustainability**
- **~$1b invested in moving milk into higher value products**
- **~$160m per annum invested in R&D, up ~50% from FY21**
- **~$2b available for a mix of investment in further growth and return to shareholders**
- **~$1b intended to be distributed to shareholders after asset sale**
- **~$1b intended to be distributed to shareholders after asset sale**
- **~$1b invested in moving milk into higher value products**
- **~$2b intended to be distributed to shareholders after asset sale**
- **~$1b intended to be distributed to shareholders after asset sale**

**WE AIM TO**

- **Prioritise the Farmgate Milk Price**
- **Grow Foodservice**
- **Strengthen Consumer**
- **Move towards higher value products in ingredients**

**OUR PLANS**

- **Focus on NZ Milk**
  - Sharpen portfolio
  - Focus on NZ Milk
  - Develop our people capabilities for a changing and technological world
  - Embed culture to drive high performance

- **Be a leader in Sustainability**
  - Make the most of our operational footprint and invest in sustainability
  - Support further on-farm change to stay in front of customer expectations
  - Be a leader in dairy

**Innovation & Science**

- Prioritise innovation, IP, simplification and digitisation
- Develop our people capabilities for a changing and technological world
- Create competitive advantage through nutrition solutions