



23 March 2026

Synlait publishes HY26 result and recovery roadmap

Dear Shareholders,

Our last letter to you in September 2025 heralded a defining moment for Synlait – the entry into an agreement to sell our North Island assets to our valued customer and global healthcare leader, Abbott.

I am pleased to let you know that transaction remains on track for completion next week on 1 April 2026.

This circa NZ\$307 million sale will deliver a wholesale reset for Synlait's balance sheet. While this marks progress for our company's recovery, returning to profitability will take time.

HY26 has been another period of challenge for Synlait.

This morning Synlait released its half year result for the six months ended 31 January 2026, alongside a roadmap designed to deliver the company's recovery.

Many of you, like us, will find today's numbers frustratingly disappointing – we are all hungry for positive financial performance.

The result reflects a period where Synlait faced multiple headwinds with little choice as to how to deal with them.

At every stage, we carefully analysed, costed, and weighed up our options. Even with the benefit of hindsight, there is little we could have done differently that would have improved this result.

Suffice to say building optionality into the business is a critical focus for our recovery.

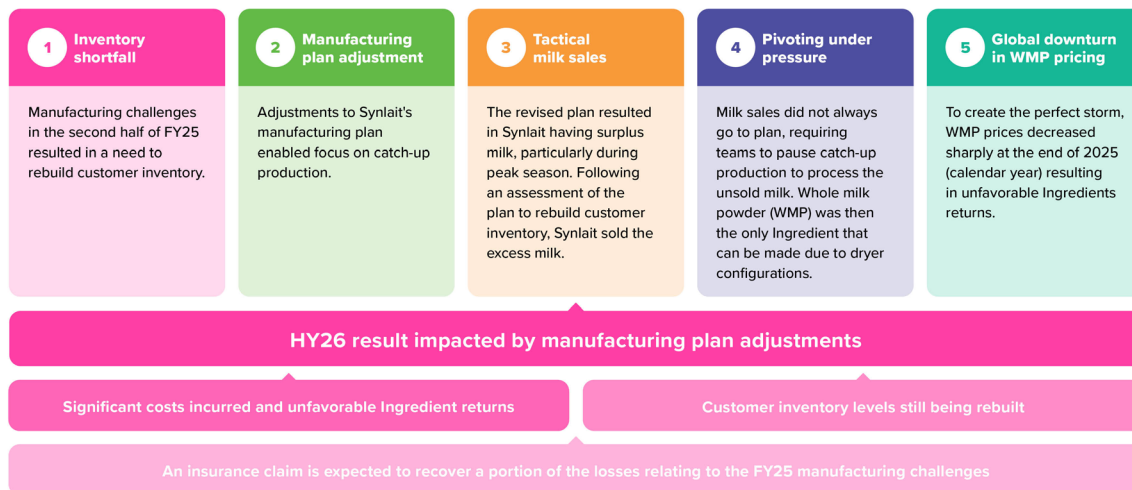
For more information on today's result, have a read of the summary graphics below or click on the following hyperlinks:

- [Chair and CEO Review](#)
- [Investor Presentation](#)
- [Financial Statements](#)

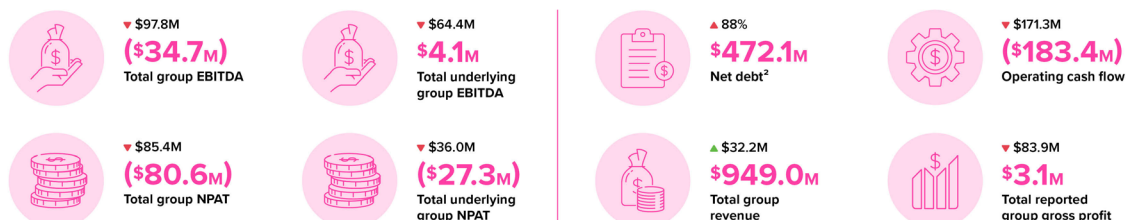
Synlait

Result and recovery roadmap summary

HY26 | A series of challenges



Results at a glance



Forecast FY26 milk price



All comparisons are against FY25 (except net debt which is against FY25).

¹ The financial statements include both continuing and discontinued operations, with appropriate classification and disclosure. This will result in differences to the figures presented in this presentation.

² Net debt includes cash, bank debt, transaction costs, and the shareholder loan from Bright Dairy. It excludes lease liabilities.

³ This comprises Lead With Pride[®], Winter Milk, a2 and customer sustainability premiums.

⁴ Farmers committed to supply Synlait without a cease notice in place are eligible for additional secured milk premium payments in FY26, FY27 and FY28. When averaged out over the entire milk pool, this averages \$0.08 per kg of milk solids.

Stabilise, Simplify, Scale

Three interconnected horizons delivered at pace.



There are two key takeaways from today.

The first is that today's result does not define Synlait's future.

The second is that, while recovery will take time, our Stabilise, Simplify and Scale roadmap is already being activated and is designed to return Synlait for success.

We will take another step forward next week with the completion of the North Island sale. From there, we will focus on further uplifting operational stability and creating greater optionality so we can get the most out of our world-class South Island assets.

Behind our roadmap sits a real determination to ensure the coming 12 to 24 months will be looked back on as a period where Synlait under promised and over delivered.

Thank you for your support while we do that,

George Adams
Chair

Richard Wyeth
CEO