



Announcement Summary

Entity name

THE A2 MILK COMPANY LIMITED

Date of this announcement

Tuesday December 09, 2025

The +securities the subject of this notification are:

+Other securities issued under an +employee incentive scheme that are not intended to be quoted on ASX

Total number of +securities to be issued/transferred

ASX +security code	Security description	Total number of +securities to be issued/transferred	Issue date
A2MAD	PERFORMANCE RIGHT	324,606	08/12/2025

Refer to next page for full details of the announcement



Part 1 - Entity and announcement details

1.1 Name of entity

THE A2 MILK COMPANY LIMITED

We (the entity named above) give notice of the issue, conversion or payment up of the following unquoted securities.

1.2 Registered number type

ARBN

Registration number

158331965

1.3 ASX issuer code

A2M

1.4 The announcement is

New announcement

1.5 Date of this announcement

9/12/2025

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Part 2 - Issue details

2.1 The +securities the subject of this notification are:

+Other securities issued under an +employee incentive scheme that are not intended to be quoted on ASX

2.2a This notification is given in relation to an issue of +securities in a class which is not quoted on ASX and which:

has an existing ASX security code ("existing class")

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Part 3B - number and type of +securities the subject of this notification (existing class) where issue has not previously been notified to ASX in an Appendix 3B

ASX +security code and description

A2MAD : PERFORMANCE RIGHT

Date the +securities the subject of this notification were issued

8/12/2025

Will these +securities rank equally in all respects from their issue date with the existing issued +securities in that class

Yes

Were any of the +securities issued to +key management personnel (KMP) or an +associate?

Yes

Provide details of the KMP or +associates being issued +securities.

Name of KMP	Name of registered holder	Number of +securities
David Landt Bortolussi	DMZSK Pty Ltd (ACN 128 544 838) <D & M Bortolussi Family Trust A/c>	324,606

Please provide a URL link for a document lodged with ASX detailing the terms of the +employee incentive scheme or a summary of the terms

A summary of the terms of the long-term incentive plan under which performance rights are issued is included in the remuneration section of the entity's 2025 annual report and note F2 to its financial statements for the year ended 30 June 2025 included therein. A copy of the report may be accessed from the following webpage: <https://thea2milkcompany.com/results>.
Refer to the Annexure lodged with the Appendix 3G on 9 October 2025 for further details, including performance hurdles.

Any other information the entity wishes to provide about the +securities the subject of this notification

As Mr Bortolussi is a member of the entity's Executive Leadership Team, the entity's minimum shareholding requirement will apply to any shares delivered on vesting and exercise of the performance rights. Other than to meet any tax obligations, no shares can be sold until a sufficient number of shares are held that satisfy the minimum shareholding requirement being shares equivalent to 100% of the relevant participant's fixed annual remuneration comprising base salary and compulsory employer superannuation contributions (or equivalent) before any tax or social security deductions.

Issue details

Number of +securities

324,606

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Part 4 - +Securities on issue

Following the issue, conversion or payment up of the +securities the subject of this notification, the +securities of the entity will comprise:

The figures in parts 4.1 and 4.2 below are automatically generated and may not reflect the entity's current issued capital if other Appendix 2A, Appendix 3G or Appendix 3H forms are currently with ASX for processing.

4.1 Quoted +securities (Total number of each +class of +securities issued and quoted on ASX)

ASX +security code and description	Total number of +securities on issue
A2M : ORDINARY FULLY PAID	725,426,194

4.2 Unquoted +securities (Total number of each +class of +securities issued but not quoted on ASX)

ASX +security code and description	Total number of +securities on issue
A2MAD : PERFORMANCE RIGHT	6,543,677

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Part 5 - Other Listing Rule requirements

5.1 Were the +securities issued under an exception in Listing Rule 7.2 and therefore the issue did not need any security holder approval under Listing Rule 7.1?

No

5.2 Has the entity obtained, or is it obtaining, +security holder approval for the issue under listing rule 7.1?

No

5.2b Are any of the +securities being issued without +security holder approval using the entity's 15% placement capacity under listing rule 7.1?

No

5.2c Are any of the +securities being issued without +security holder approval using the entity's additional 10% placement capacity under listing rule 7.1A (if applicable)?

No

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