



Maximising Performance Through The Supply Chain

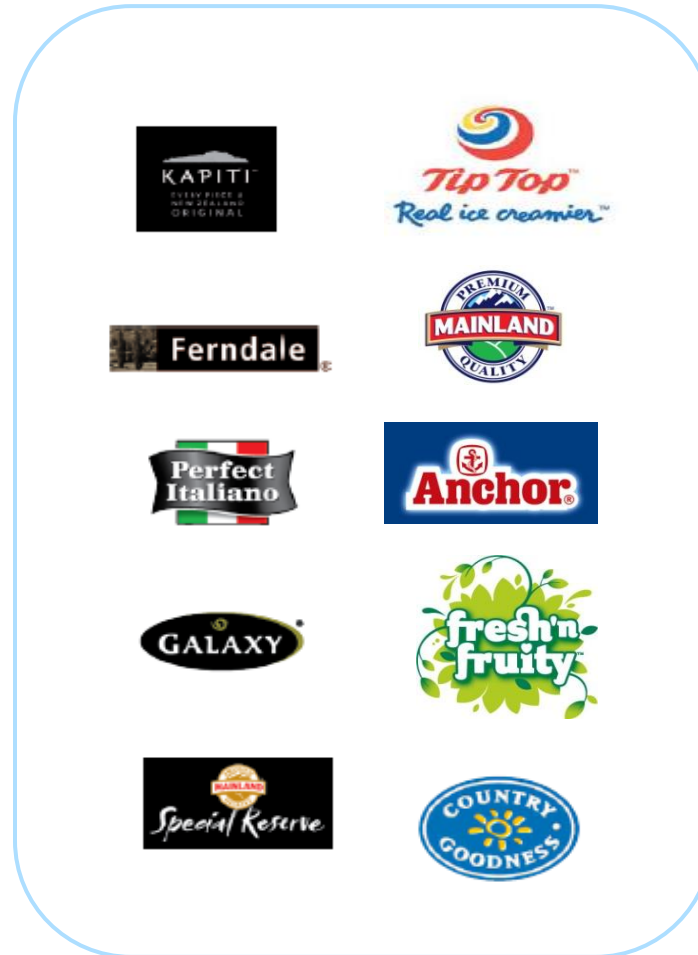
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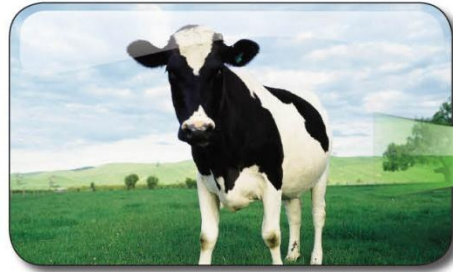


Fonterra at a glance

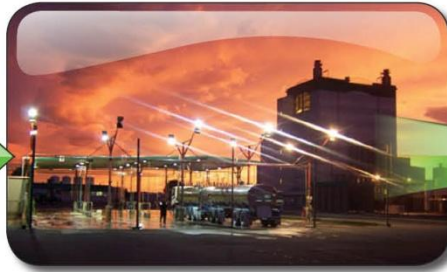
- 10,500 shareholders
- \$11b ingredients revenue
- 25% NZ exports
- 14.8 billion litres NZ
- \$5b consumer revenue
- \$14.1b in assets
- Quality, Trusted Brands



Maximizing performance through the Cow to Customer Supply Chain



13 Billion Litres of Milk



450 Milk Tankers • 17 Depots •
1300 Tanker Operators



86 Plants on 26 Manufacturing
• Sites across New Zealand

Quality Dairy Products to the world



87 New Zealand Stores • 5 Regional
Hubs linked by Rail and Road



Customers in 140 Countries • Millions
of Consumers



C. 95,800 Delivery Orders • 7 Languages •
in House Documentation Centre



Network 11 NZ Ports • 1800 Voyages •
140k TEU (Twenty Foot Equivalent Units) •
2M tonnes.

Customers

- Understanding our customers real needs
- Building trusted partnerships
- Delivering to our promises.
- Recognising no single size fits all



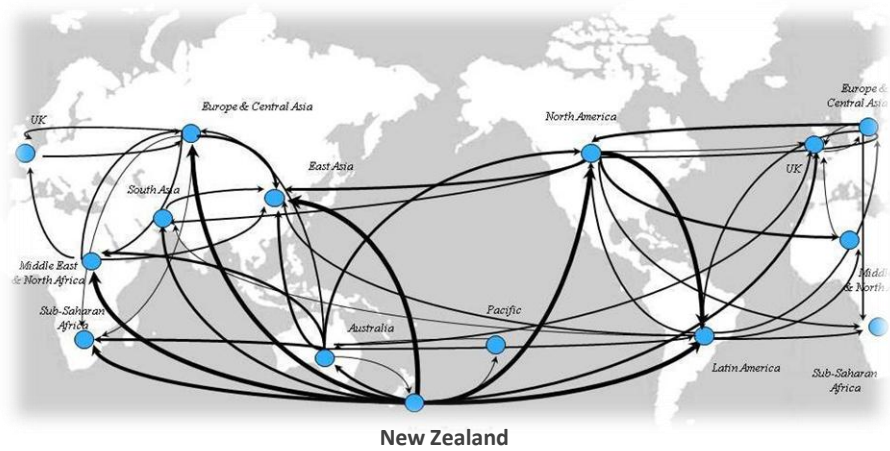
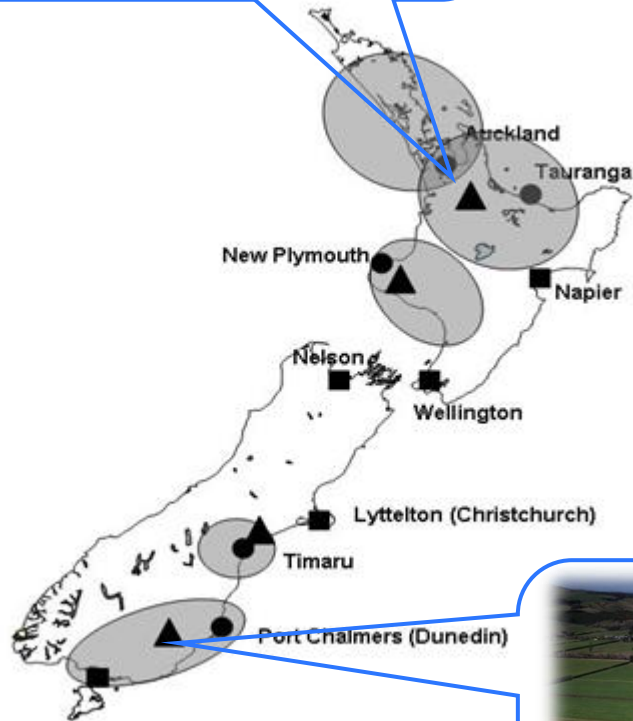
Quality

- Quality New Zealand Products to the world.
- Zero defects / damages
- Integrated milk volume & testing processes



Dairy for life

Optimisation



- From strategic design of a global network, through to the daily scheduling of local operations all are optimised



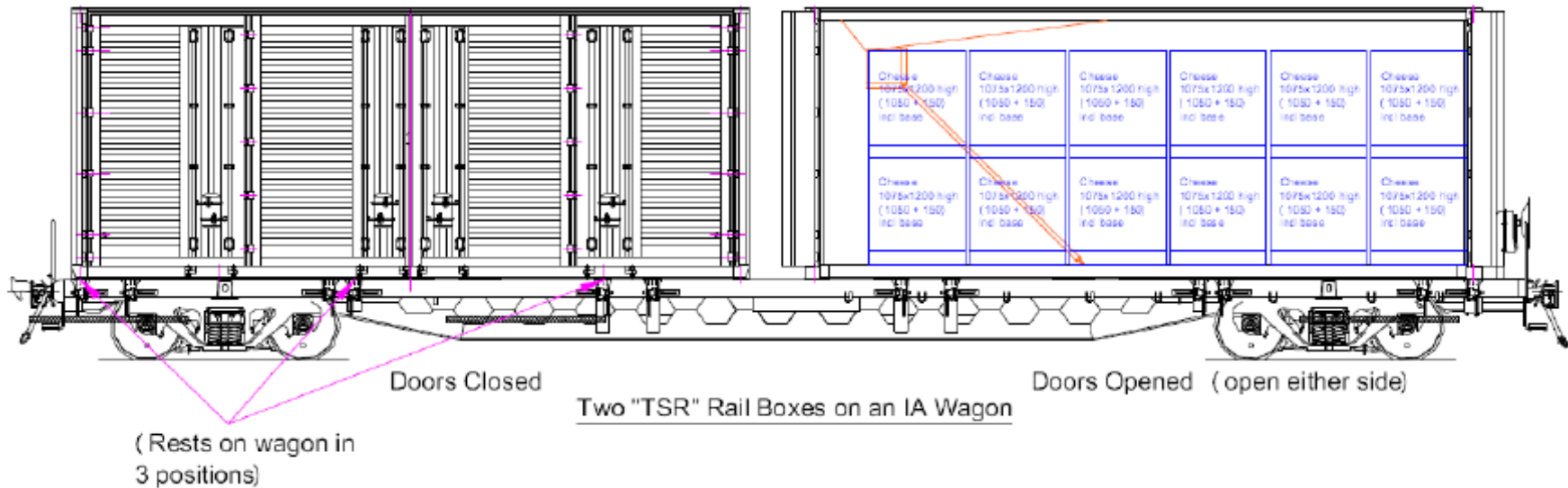
Remove all waste - Unlocking the “Hidden Factory”



- Small individual increases can add up to create significant gains
- 2.5% increase in On Product Time across 40 plants = 1 additional Plant

Innovating across the supply chain

- Continuously improving our operating processes.
- Bringing innovations that allow us to remain the world's most cost-efficient dairy supplier





Thank you