



Announcement Summary

Entity name

THE A2 MILK COMPANY LIMITED

Date of this announcement

Thursday October 09, 2025

The +securities the subject of this notification are:

+Securities issued under an +employee incentive scheme that are subject to a restriction on transfer and are not being quoted on ASX until the restriction ends

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	1,119,274	09/10/2025

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

9/10/2025



Part 2 - Issue details

2.1 The +securities the subject of this notification are:

+Securities issued under an +employee incentive scheme that are subject to a restriction on transfer and are not being quoted on ASX until the restriction ends

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")



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

Additional +securities in an existing class issued under an +employee incentive scheme**ASX +security code and description**

A2MAD : PERFORMANCE RIGHT

Date the +securities the subject of this notification were issued

9/10/2025

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
Xiao Li	Xiao Li	178,568
David Muscat	Kathryn Anne Muscat	87,159

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 this Appendix 3G for further details, including performance hurdles.

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

The issue of performance rights to David Bortolussi, Managing Director and CEO, will be considered following the entity's annual meeting to be held on 20 November 2025, at which a resolution relating to such performance rights will be considered.

For participants who are members of the entity's Executive Leadership Team and any other participants identified from time to time, 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

1,119,274

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	6,339,610



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)?

N/A