

Appendix 3Y

Change of Director's Interest Notice

Information or documents not available now must be given to ASX as soon as available. Information and documents given to ASX become ASX's property and may be made public.

Introduced 30/09/01 Amended 01/01/11

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| Name of entity: The a2 Milk Company Limited (Company) |
| ABN: 97 769 415 292 |

We (the entity) give ASX the following information under listing rule 3.19A.2 and as agent for the director for the purposes of section 205G of the Corporations Act.

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|----------------------------|------------------------|
| Name of Director | David Landt Bortolussi |
| Date of last notice | 3 December 2025 |

Part 1 - Change of director's relevant interests in securities

In the case of a trust, this includes interests in the trust made available by the responsible entity of the trust

Note: In the case of a company, interests which come within paragraph (i) of the definition of "notifiable interest of a director" should be disclosed in this part.

| Direct or indirect interest | Indirect |
|---|--|
| Nature of indirect interest (including registered holder) <small>Note: Provide details of the circumstances giving rise to the relevant interest.</small> | DMZSK Super Pty Ltd (ACN 617 428 216), as trustee for D & M Bortolussi Superannuation Fund, holds 1,228,402 performance rights and 242,346 fully paid ordinary shares. DMZSK Pty Ltd (ACN 128 544 838), as trustee for D&M Bortolussi Family Trust, holds all other interests (both existing and acquired). Mr Bortolussi's voting power in DMZSK Super Fund Pty Ltd and DMZSK Pty Ltd is above 20%. |
| Date of change | 8 December 2025 |
| No. of securities held prior to change | 1. 1,228,402 performance rights 2. 1,277,659 fully paid ordinary shares |
| Class | 1. performance rights 2. fully paid ordinary shares |
| Number acquired | 1. 324,606 performance rights 2. nil fully paid ordinary shares |
| Number disposed | 1. nil performance rights 2. nil fully paid ordinary shares |

+ See chapter 19 for defined terms.

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| Value/Consideration <small>Note: If consideration is non-cash, provide details and estimated valuation</small> | Employee incentive |
| No. of securities held after change | 1,553,008 performance rights 1,277,659 fully paid ordinary shares |
| Nature of change <small>Example: on-market trade, off-market trade, exercise of options, issue of securities under dividend reinvestment plan, participation in buy-back</small> | Issue of FY26 performance rights under The a2 Milk Company Limited Long Term Incentive Plan. This issue was approved at the entity's annual general meeting held on 20 November 2025, including for the purposes of ASX Listing Rule 10.15.7. |

Part 2 – Change of director's interests in contracts

Note: In the case of a company, interests which come within paragraph (ii) of the definition of "notifiable interest of a director" should be disclosed in this part.

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|---|-----|
| Detail of contract | N/A |
| Nature of interest | N/A |
| Name of registered holder (if issued securities) | N/A |
| Date of change | N/A |
| No. and class of securities to which interest related prior to change <small>Note: Details are only required for a contract in relation to which the interest has changed</small> | N/A |
| Interest acquired | N/A |
| Interest disposed | N/A |
| Value/Consideration <small>Note: If consideration is non-cash, provide details and an estimated valuation</small> | N/A |
| Interest after change | N/A |

Part 3 – +Closed period

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| Were the interests in the securities or contracts detailed above traded during a +closed period where prior written clearance was required? | N/A |
| If so, was prior written clearance provided to allow the trade to proceed during this period? | N/A |
| If prior written clearance was provided, on what date was this provided? | N/A |

+ See chapter 19 for defined terms.



Ongoing Disclosure Notice
Disclosure of Directors and Senior Managers Relevant Interests
Sections 297(2) and 298(2), Financial Markets Conduct Act 2013

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|----------------------------|
| To NZX Limited; and |
| Name of listed issuer: |
| Date this disclosure made: |
| Date of last disclosure: |

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| The a2 Milk Company Limited (ATM) |
| 11-Dec-25 |
| 03-Dec-2025 |

Director or senior manager giving disclosure

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|---|
| Full name(s): |
| Name of listed issuer: |
| Name of related body corporate (if applicable): |
| Position held in listed issuer: |

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|---|
| David Landt Bortolussi |
| The a2 Milk Company Limited |
| N/A |
| Managing Director and Chief Executive Officer |

Summary of acquisition or disposal of relevant interest (excluding specified derivatives)

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| Class of affected quoted financial products: |
| Nature of the affected relevant interest(s): |

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| Unlisted performance rights (Performance Rights) representing an entitlement to acquire fully paid ordinary shares in ATM (Ordinary Shares). |
| Beneficial owner |

For that relevant interest-

| |
|--|
| Number held in class before acquisition or disposal: |
| Number held in class after acquisition or disposal: |
| Current registered holder(s): |

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|--|
| 1,228,402 Performance Rights of which: (a) 690,066 are due to vest on a date to be determined by the Board following the release of ATM's full year audited results for FY26 provided certain performance conditions are met; and (b) 538,336 are due to vest on a date to be determined by the Board following the release of ATM's full year audited results for FY27 provided certain performance conditions are met. |
| 1,553,008 Performance Rights of which: (a) 690,066 are due to vest on a date to be determined by the Board following the release of ATM's full year audited results for FY26 provided certain performance conditions are met; (b) 538,336 are due to vest on a date to be determined by the Board following the release of ATM's full year audited results for FY27 provided certain performance conditions are met; and (c) 324,606 are due to vest on a date to be determined by the Board following the release of ATM's full year audited results for FY28 provided certain performance conditions are met. |
| DMZSK Super Pty Ltd <D&M Bortolussi Superannuation Fund A/c> |

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|---|---|
| Registered holder(s) once transfers are registered: | (a) & (b) DMZSK Super Pty Ltd <D&M Bortolussi Superannuation Fund A/c> (c) DMZSK Pty Ltd <D&M Bortolussi Family Trust> |
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Summary of acquisition or disposal of specified derivatives relevant interest (if applicable)

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|---|-----|
| Type of affected derivative: | N/A |
| Class of underlying financial products: | |

Details of affected derivative-

| | |
|---|-----|
| The notional value of the derivative (if any) or the notional amount of underlying financial products (if any): | N/A |
| A statement as to whether the derivative is cash settled or physically settled: | |
| Maturity date of the derivative (if any): | |
| Expiry date of the derivative(if any): | |
| The price specified in the terms of the derivative (if any): | |
| Any other details needed to understand how the amount of the consideration payable under the derivative or the value of the derivative is affected by the value of the underlying financial products: | |
| <i>For that derivative,-</i> | |
| Parties to the derivative: | |
| If the director or senior manager is not a party to the derivative, the nature of the relevant interest in the derivative: | |

Details of transactions giving rise to acquisition or disposal

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|---|---|
| Total number of transactions to which notice relates: | 1 |
|---|---|

Details of transactions requiring disclosure-

| | |
|---|--|
| Date of transaction: | 08-Dec-2025 |
| Nature of transaction: | Grant by ATM of Performance Rights under ATM's Long Term Incentive Plan. |
| Name of any other party or parties to the transaction (if known): | N/A |
| The consideration, expressed in New Zealand dollars, paid or received for the acquisition or disposal. If the consideration was not in cash and cannot be readily by converted into a cash value, describe the consideration: | Nil |
| Number of financial products to which the transaction related: | 324,606 Performance Rights |
| <i>If the issuer has a financial products trading policy that prohibits directors or senior managers from trading during any period without written clearance (a closed period) include the following details—</i> | |
| Whether relevant interests were acquired or disposed of during a closed period: | No |
| Whether prior written clearance was provided to allow the acquisition or disposal to proceed during the closed period: | N/A |
| Date of the prior written clearance (if any): | N/A |

Summary of other relevant interests after acquisition or disposal:

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|---|---|
| Class of quoted financial products: | Ordinary Shares |
| Nature of relevant interest: | Beneficial owner |
| <i>For that relevant interest,-</i> | |
| Number held in class: | (1) 1,035,313 Ordinary Shares (2) 242,346 Ordinary Shares |
| Current registered holder(s): | (1) DMZSK Pty Ltd <D&M Bortolussi Family Trust A/c> (2) DMZSK Super Pty Ltd <D&M Bortolussi Superannuation Fund A/c> |
| <i>For a derivative relevant interest,-</i> | |
| Type of derivative: | N/A |

Details of derivative,-

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| The notional value of the derivative (if any) or the notional amount of underlying financial products (if any): |
| A statement as to whether the derivative is cash settled or physically settled: |
| Maturity date of the derivative (if any): |
| Expiry date of the derivative (if any): |
| The price's specified terms (if any): |
| Any other details needed to understand how the amount of the consideration payable under the derivative or the value of the derivative is affected by the value of the underlying financial products: |
| <i>For that derivative relevant interest,-</i> |
| Parties to the derivative: |
| If the director or senior manager is not a party to the derivative, the nature of the relevant interest in the derivative: |

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| N/A |
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Certification

I, certify that, to the best of my knowledge and belief, the information contained in this disclosure is correct and that I am duly authorised to make this disclosure by all persons for whom it is made.

Signature of director or officer:

Date of signature:

or

Signature of person authorised to sign on behalf of director or officer:

Date of signature:

Name and title of authorised person:



08-Dec-2025

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