ravensdown

Always by your side

2026 Integrated Report

What's the mark of a good working partnership?

'It'. Wal and The Dog have it in spades. Together, they understand what needs doing and can read one another's minds, the stock, and the way of the land. They both want to do a great job, take care of the farm, make a dollar and have some fun along the way. 'It' is just knowing exactly what's needed and trusting each other to get the job done.

At Ravensdown, we get 'It'.

For almost 50 years we've worked with farmers and growers the same way.

As a co-op, we're not here to sell the most fertiliser. We're here to understand what each farm needs and how we can work with farmers. Our farmers and growers know this. They demand and get responsive, efficient support for the productivity and sustainability gains they want. Right product, in the right place, at the right rate, and at the right time.

Reliable product supply at a fair price remains the cornerstone of the co-op. But with each season, that product comes with a wealth of practical advice, good science and better tools. Soil testing, nutrient planning, precision mapping, measuring, monitoring and farm environmental planning all come into play. Partnership means better decisions, and better outcomes for the farm, the environment and the generations still to come.

Farming has changed a lot since Wal's time. Expectations are different. Technology is different. The challenges are different. But some things haven't changed.

Whether we have our own canine co-worker or not, we can all recognise the enduring partnership between Wal and his dog. Always side by side. Always part of the work.

A partnership worth keeping.

This year we've chosen to honour New Zealand's proud farming history with a nod to perhaps New Zealand's most beloved farmers. The late Murray Ball's Footrot Flats series started in 1976, one year before Ravensdown's establishment, and for around 50 years has been part of the fabric of rural New Zealand. We're featuring Wal and The Dog through this report as a reminder that the more farming changes, some partnerships remain and Dog's wry observations of rural life still ring true.

Welcome

As partners in productivity and sustainability inside the farm gate, we're always by your side. You can count on us for reliable and practical support for the long-term success of farming.

Our integrated report provides a snapshot of our most recent year, and how we are continuing to deliver for our customers and communities. It combines our financial results, climate disclosures and broader performance into one document.

This year, we have removed references to the UN Sustainable Development Goals (SDGs) and continued to align our reporting to the integrated reporting framework that better reflects our business and how we measure performance, providing clearer and more comparable reporting.

We hope you enjoy this report which covers the financial year ended 31 May 2026 (FY26).

Supporting productivity

As customers, our farmers are looking to make the most of every hectare to support their businesses and families. We insist on producing nutrient products tailored to New Zealand's farming systems, while also managing costs and limiting environmental impact.

Being by our customers' sides means showing up with expert advice, reliable service and people who understand farming. From nutrient planning and environmental guidance to local relationships built over many seasons, we help farmers and growers make informed decisions that future-proof their land and businesses.

As a farmer-owned co-operative, reliability is a priority in an increasingly volatile world and value is measured in more than financial returns. Supply chain surety, alongside investment in innovation, is critical to supporting profitability and building resilience. Global long-term partnerships, diversified sourcing, and dedicated shipping together with world-class products supported by local manufacturing, enable us to deliver nutrients consistently for on-farm productivity.

Innovation is about putting better tools in the hands of farmers and growers to meet the changing demands of farming. Through digital tools, data-led advice, enhanced science and practical on-farm solutions, farmers and growers are given clearer insight, smarter choices and more confidence to lift productivity so that farmers can better manage their environmental responsibilities.

Ravensdown further sharpened its focus on sustainability. Sustainability is embedded within our core business, in completing key projects, and investing in emissions reduction technologies across our value chain. These initiatives strengthen operational performance, support our farmers' and growers' environmental outcomes, and reinforce our commitment to building a resilient business for our shareholders.

Introduction

Business performance

Smarter farming

Our responsibilities

Governance

Financials

Contact

Jump online for the full experience.

Many of the pages in the online version of this Integrated Report feature enhanced content and experiences, including additional information, animation and videos. For the full experience go to https://bit.ly/4gkLyjH

Our values

Ravensdown has stood alongside New Zealand farmers and growers for nearly half a century. While much has changed in that time, one thing has remained constant: the importance of people working together and delivering on commitments every day.

We Connect | Whanaungatanga
We Respect | Kaitiakitanga
We Deliver | Kotahitanga

Our values help define how we do that. They guide how we work together, how we deliver for our customers, and the behaviours that help us succeed as a co-operative.

Introduced in 2025 and shaped with input from employees from across the business, our values provide a framework for how we work with each other, our customers, shareholders and communities.

Over the past year, our focus has shifted to embedding our values into everyday conversations, decisions and business processes, and how teams reflect them in their part of the business. Strong participation in the Ravensdown Values Awards has highlighted hundreds of examples of employees bringing the values to life through their actions and decisions.

We build trusted partnerships through real connections with each other and our customers.

Connect
Whanaungatanga

We are committed to intergenerational stewardship of the land and water. We work with purpose and pride, with safety and wellbeing front of mind.

Respect
Kaitiakitanga

We take responsibility to keep doing things smarter so we can deliver more for the co-operative.

Deliver
Kotahitanga

Our values are now helping create a common language and expectation of how we do business across Ravensdown. At stores, manufacturing sites, laboratories, aircraft hangars, offices and out in the field, they remind us to stay connected, show respect and get the job done, not because the words say so, but because that's how co-operatives work. They help ensure that as Ravensdown continues to evolve, we remain true to the principle that has guided us for almost 50 years: always by your side.

Ravensdown is a co-operative founded and owned by New Zealand farmers and growers. As farm nutrient and environmental experts, we're at the heart of the food and fibre value chain.

Our multi-layered approach to precision agriculture means we test for, advise on, buy, ship, manufacture, store, spread, measure and map the food-creating nutrients farmers and growers need in a truly integrated way.

We work to help our customers farm smarter, investing in research, and providing tested and trusted smart farming solutions which combine world-class nutrients, leading soil science, and proven products.

Ultimately, we are driven to support customers to reach their annual production goals, without compromising on sustainability.

Territory Manager Shiloh Mould with shareholders Sam and Harrison Groundwater, Dunsandel, Canterbury

Business performance /

Delivering for shareholders

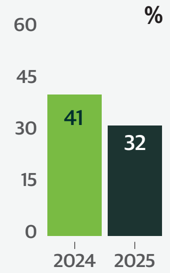
Performance matters because it gives Ravensdown the strength to keep delivering for shareholders through changing conditions. The financial year that ended 31 May 2026 (FY26) reflects a disciplined, resilient co-operative focused on practical value, sound decisions and long-term returns for the farmers and growers who own us.

Measuring momentum

Carbon footprint Scope 1+2

Target: 50% reduction by 2030

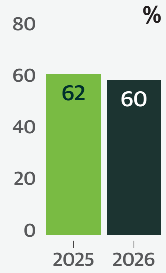
Our progress toward the 2030 target reduced from 41% to 32% as higher production and operational activity increased emissions. Scope 1 and 2 emissions remain well below our 2018 baseline.



Employee engagement

Target: ≥ 68% by 2030

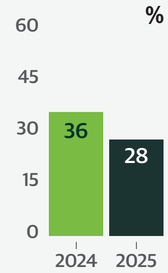
Overall employee engagement remains consistent with results over the past three years.



Carbon footprint Scope 3

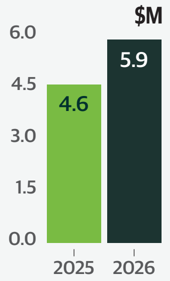
Target: 50% reduction by 2035

Scope 3 emissions target progress decreased to 28% as increased supply chain activity during the year saw emissions increased from 2024.



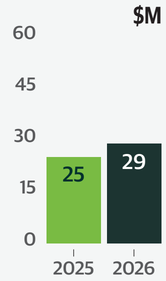
Investment in research and development (R&D)

Includes R&D spend on minimising nutrient losses to water and the atmosphere, together with our investment in AgriZero[NZ], reflecting our commitment to improving nutrient efficiency while advancing both productivity and sustainability.



Net capital expenditure

Continued targeted investment to sustain efficient manufacturing and distribution operations.

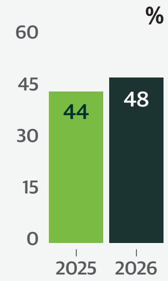


Urea sold with inhibitor

(N-Protect vs. urea)

Target: 50% of total urea sold

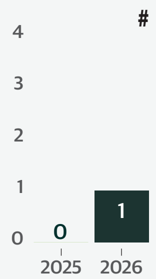
Use of N-Protect has increased to 48% as more farmers opt for coated urea products to minimise nitrogen loss, motivated by reduced volatilisation, application flexibility, and better farm profitability and environmental considerations.



Number of new environmental infringements

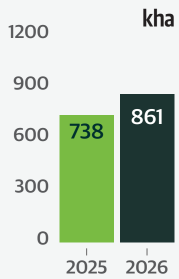
Target: 0 infringements

One new environmental infringement at the New Plymouth store relating to a non-compliance with stormwater discharge quality limits.



Land area captured by Ravensdown proof of placement GPS technology

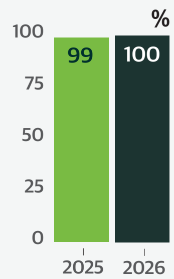
Hectares captured by GPS technology in joint venture ground spreaders and Aerowork.



Operational delivery

Target: 80-100%

Operational delivery of product has remained at a high level during the FY26 period, due to strong supply chain relationships, shipping reliability, dedicated employees and a solid logistical network.



Creating certainty in an uncertain world

Ravensdown was founded in the late 1970s to give New Zealand farmers and growers reliable access to the nutrients needed to produce food and fibre.

Garry Diack
CEO

Bruce Wills
Chair

As we approach our 50th anniversary, that purpose remains as important as ever. In a year shaped by uncertainty, Ravensdown again delivered what shareholders value most: certainty.

Delivering value through performance and discipline

The co-operative delivered a strong result, with net profit before tax and rebate of $50.1 million on revenue before rebate of $917.2 million. Fertiliser sales exceeded one million tonnes as stronger farmgate returns supported renewed investment in nutrients.

This performance reflects both improved market demand and three years of focused work to lift efficiency, strengthen financial discipline and build resilience.

Despite rising costs, Ravensdown remains focused on absorbing pricing pressure where possible, while producing affordable quality fertiliser for New Zealand farmers and growers.

That capability is underpinned by global supplier relationships, experienced leadership, disciplined operations and a commercially astute Board, enabling productivity and profitability for today's shareholders and future generations.

The Board approved a rebate of $15 per qualifying tonne while preserving the strength to invest in Ravensdown's future. Shareholders' equity remains 79% of total assets, providing resilience through changing market cycles.

Managing uncertainty is our competitive advantage

The past year confirmed that uncertainty is now a lasting feature of global markets. Conflict, geopolitical tension and shifting trade relationships continue to reshape supply chains.

For Ravensdown, this is familiar ground and our 'secret sauce'. For nearly five decades we have built trusted global supplier partnerships that provide access, confidence and continuity when markets tighten.

Managing supply risk is now one of Ravensdown's defining strengths. Our teams monitor global developments, use specialist market intelligence and

You need only look across the Tasman, and at what farmers there don't have, to appreciate the surety our fertiliser co-operative provides. Over the last year in New Zealand, fertiliser prices have been consistently lower than in Australia.

adjust purchasing, inventory and logistics before disruptions reach New Zealand.

This approach is supported by diverse sourcing, disciplined inventory management, our Ravensdown Shipping Services joint venture, Aerowork, domestic superphosphate manufacturing, strategic storage and distribution, predictable shareholder demand, and committed people.

You need only look across the Tasman, and at what farmers there don't have, to appreciate the surety our fertiliser co-operative provides. Over the last year in New Zealand, fertiliser prices have been consistently lower than in Australia.

While fertiliser availability tightened and fell away in other markets, Ravensdown shareholders received reliable supply at fair prices. That outcome reflects the co-operative model working as intended.

Building a culture of safety and resilience

As customer demand supports an increase in manufactured volumes, we continue to focus on improving emissions efficiency while operating safely, reliably and in line with our climate commitments. The completed Napier Works turbine upgrade has reduced emissions, strengthened climate-related resilience and removed the need for diesel boiler start-ups.

Our decarbonisation pathway is advancing through practical changes, including the introduction of an electric loader at our Amberley store, which has the dual purpose of lowering site emissions and reducing exposure to rising fuel costs.

In health, safety and wellbeing, we remain focused on understanding and managing critical risks, improving injury management and return-to-work outcomes. We are also strengthening employee culture and wellbeing by recognising and celebrating our values and important events in the national calendar such as Matariki.

A co-operative preparing for its next 50 years

As Ravensdown approaches 50 years, we are focused on evolving with the latest generation of shareholders as farm ownership, business models and decision-making continue to change.

That means investing in digital capability, modernising operations and providing tools that improve productivity, profitability and environmental performance.

HawkEye Pro is central to this evolution, combining data, science and technology to support more precise nutrient recommendations and better farm decisions. Agnition continues to identify practical innovations to strengthen on-farm performance.

These investments ensure Ravensdown remains an indispensable partner for future farmers while preserving the strengths that have defined the co-operative from the start.

Partnership remains our greatest strength

Ravensdown's achievements are built on partnership. Shareholders are owners whose long-term commitment allows the co-operative to invest ahead of the market, maintain resilient infrastructure and build supplier relationships that benefit all members.

We also acknowledge our employees, international suppliers, funding partners and government agencies for their role in supporting New Zealand's fertiliser security.

As we prepare for the next 50 years, we remain committed to strengthening the co-operative model and ensuring future generations continue to see value not only in buying from Ravensdown, but in owning Ravensdown.

In an uncertain world, creating certainty for New Zealand farmers and growers remains our greatest responsibility and privilege.

Bruce Wills / Chair

Garry Diack / CEO

CFO report

As a nutrient partner for our shareholding farmers and customers, Ravensdown's results typically reflect the forces shaping both commodity prices and global markets for bulk nutrients. The year saw big swings for both.

"A strong turnaround in the red-meat sector's fortunes was a key contributor with volumes from those shareholders up 17%."

Kevin Cooney
Chief Financial Officer

Shareholders enjoyed excellent commodity prices across the board. However, geopolitical turmoil from March saw sharp increases in international fertiliser costs, coupled with uncertainty for availability.

Higher confidence levels, especially among red meat producers, encouraged a significant lift in investment as farmers positioned to maximise value from buoyant commodity prices.

This positivity drove an 8% lift in total volumes sold from 962kmt last year to 1,043kmt.

A strong turnaround in the red-meat sector's fortunes was a key contributor, with volumes from those shareholders up 17%.

This was driven by a solid increase in spend from our smaller to mid-sized farm segment, who bought 28% more than last year, and a strong rebound from cyclone-damaged East Coast North Island farms following years of recovery.

Aerial spreading also saw volumes recovering strongly by 27%, particularly as hill-country farms invested in improved grass production, with some farms applying significant fertiliser for the first time in many years.

Customers also made stronger use of our call centre and digital channels.

Improved pricing alongside these better volumes lifted revenue before rebates by 20% to $917.2 million.

Offsetting this though were significantly higher costs for imported raw materials and finished fertilisers which both spiked dramatically because of conflict in the Middle East.

Manufacturing and distribution costs, particularly freight impacted by fuel, also required tight management throughout the year.

A highlight was the significant improvement in demand for locally made superphosphate.

The year saw an 18% lift in volumes, driving materially improved throughput and utilisation for both manufacturing plants in Napier and Christchurch, which in turn drove material scale benefits that more than offset higher raw material and

Kevin Cooney
CFO

manufacturing costs. This delivered good returns from our manufacturing activity which in turn secured our ability to continue investing in these important assets.

This was helped by last year's closure of manufacturing in Dunedin which enabled us to unlock other material efficiencies without disruption to services or availability for farmers.

Good overall spending discipline, including taking opportunities to collaborate on bulk product movements, kept our overall costs within a tight budget envelope.

> "Taken together, the year delivered a pleasing bottom-line pre-rebate and tax profit of $50.1 million, a material lift on last year's $13 million profit before impairments and one-offs."
>
> **Kevin Cooney**
> Chief Financial Officer

Taken together, the year delivered a pleasing bottom-line pre-rebate and tax profit of $50.1 million, a material lift on last year's $13 million profit before impairments and one-offs, noting that impairments last year for closure of manufacturing at our Dunedin site and the sale of both C-Dax and five quarries resulted in a reported $2 million pre-rebate and tax loss.

The equity ratio was steady at 79%, reflecting prudent financial settings, including low gearing. Debt borrowing remains limited mainly to funding working capital. We maintained a strong relationship with our banking syndicate throughout the year, enabling us to renew significant portions of our total facilities at very competitive interest rates, in turn contributing to providing our core services to farmer shareholders at competitive prices.

This also supports the high level of financial resilience that we believe remains necessary to continue to successfully navigate ongoing volatility in global markets. We increasingly view this volatility as becoming structural rather than transitory in terms of isolated crises.

Maintaining improved profitability alongside this will allow us to continue investing in delivering competitive value for shareholders on a national scale well into the future.

We also achieved a much-improved operating cashflow before working capital of $38.1 million versus a $4 million deficit for the prior year. Clawing this back maintains the integrity of our balance sheet. The $38.1 million is also after capital expenditure and share surrenders but before working capital movements.

We closed the year with inventory costs up 16% or $20 million, due largely to more expensive stock on hand, in turn reflecting supply and price pressure from the Middle East conflict.

Actual tonnes on hand were lower than last year mainly due to lower raw material stocks, reflecting the higher manufacturing volumes for the year.

Drawn-down debt was also higher at $40 million, reflecting mainly timing of shipments and tighter working capital, as a result of the Middle East conflict, particularly with some offshore suppliers reducing payment terms after the Strait of Hormuz closed with sharply escalating costs restricting their access to working capital as a consequence.

It was pleasing then to recommend a shareholder rebate. The good profit and cash result, maintaining investment in our productive capacity, continuing high standards of service and support for shareholders, ensuring future competitiveness, and having appropriate provision for financial resilience, were all factors in the Board's decision to approve a shareholder rebate of $15 per tonne on qualifying tonnes.

The outlook remains broadly positive, albeit with more caution. While sector commodity price buoyancy remains, increasing cost pressures, continued volatility in offshore fertiliser markets, and the potential impacts from El Niño, have collectively seen increased farmer caution, which we expect will influence on-farm behaviour and spend.

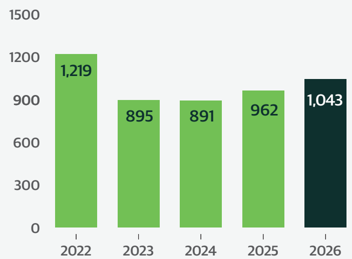
Our focus will remain on ensuring a disciplined approach to financial performance and ongoing access to the financing and liquidity from our banking partners and suppliers that supports the co-operative continuing to deliver a great experience for shareholders.

Measuring the financials

Sales

kmt

Volumes increased due to improved demand, particularly for locally manufactured superphosphate products.

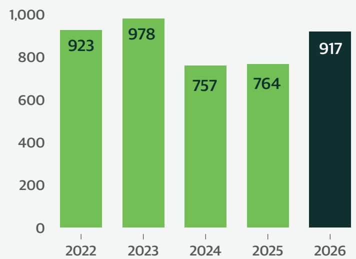


Revenue (before rebates)

$M

Revenue increased due to increased volumes and higher global fertiliser prices.

(including insurance proceeds and results from discontinued operations)

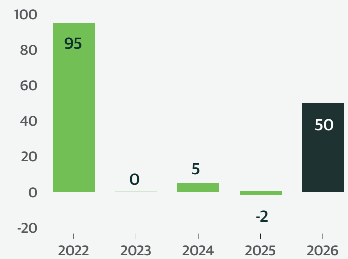


Profit from continuing operations before rebate & tax

$M

Profit improved due to increased demand and economies of scale for locally manufactured superphosphate products.

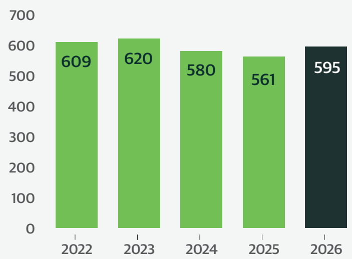
(from continuing operations)



Total equity

$M

Equity increased due to retaining profits and increases in fair values of property.

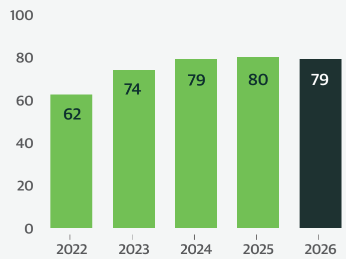


Equity ratio

%

The ratio of equity to total assets compares the money creditors and banks contribute to the business with the money owners contribute

The equity ratio remained strong but reduced slightly due to providing shareholders with a rebate on their qualifying fertiliser purchases.

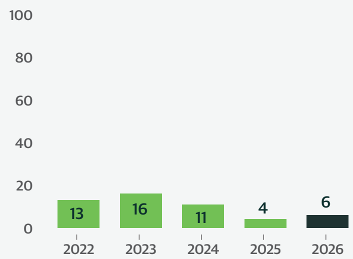


Debt ratio

%

Bank debt divided by total tangible assets – illustrates how much bank debt is used to fund assets

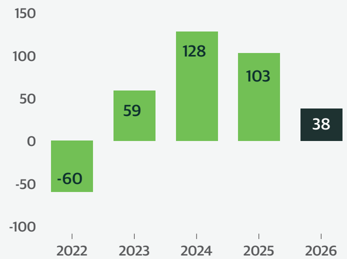
The debt ratio to tangible assets increased due to higher global inventory costs and paying suppliers.



Operating cash flow

$M

Operating cash flows were positive as inventory converted to cash to repay creditors.

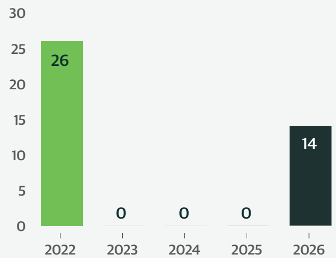


Value of shareholder distributions

$M

Total value of distribution to shareholders comprising rebates

A return to profit this year meant we were able to declare a rebate to shareholders purchasing qualifying NPKS fertilisers.

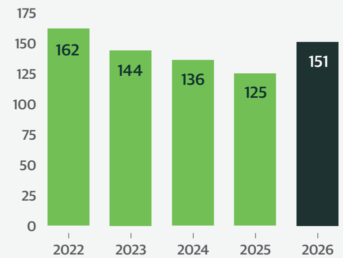


Working capital

$M

Current assets less current liabilities

Working capital increased due to higher global fertiliser prices.



Creating value, today and for tomorrow

Our resources

- Environment
- Innovation
- Infrastructure
- Relationships
- People
- Finances

How we create value

- Precise application
- Source
- Ship
- Make
- Store
- Test
- Advice
- Research
- Education
- Measure / map / monitor

Our outputs

- Advice and tools for positive environmental change
- Scientific research and product development
- Agtech innovation and commercial delivery
- Reliable supply of quality agri-nutrients
- Enhanced stewardship and emissions reduction
- Engaged people with the right skills and knowledge
- Increased shareholder value

Our outcomes

- Enhanced farm performance with intergenerational sustainability
- Licence to operate
- Great culture and a safe environment
- Resilient financial position enabling ongoing investment

Our vision

Smarter farming for a better New Zealand Ka pūkekotia a Rongomātāne, ka poho kererū a Aotearoa.

Active governance and risk management

Sustainable productivity

Smarter farming is where science, knowledge and practical know-how come together on farm. Ravensdown's role is to help farmers and growers make better decisions, lifting productivity while supporting responsible land use and more sustainable and resilient farming systems.

AI meets 40 years of science

Chief Science Officer Mike White calls HawkEye Pro a once-in-a-lifetime opportunity to turn four decades of nutrient knowledge into production gains.

Currently being rolled out after a successful pilot last year, HawkEye Pro is the next generation of the HawkEye technology which has been helping farmers for almost 10 years, using mapping, nutrient trending and decision support tools.

It provides greater detailed nutrient insights, integrating AI to give more specific feedback and recommendations when generating precise fertiliser plans tailored to individual farms.

Putting 40 years of science to work

As Mike says, "Data is king but only if you can interpret it. When we talk about this being based on 40 years of science, we are not being glib. HawkEye Pro is based on a great deal of science around nutrients like phosphorus and sulphur, including some 1,800 trials. The programme builds on all that information.

"By using AI, we can bring in a range of data sources which gives us insights and a level of granularity that we did not have before. Our ag advisors can then add their experience and knowledge of specific farms to tailor advice more efficiently. It enables us to develop variable rate strategies which deliver measurable gains."

Published studies on variable rate strategies performed under New Zealand conditions have shown gains of $50 to $150 per hectare. They are representative of typical gains expected from variable rate strategies, but actual gains will be farm specific.

Award-winning, home-grown innovation

The technology was recognised in the New Technology section at the Southern

The gist

- HawkEye Pro is the award-winning next generation of HawkEye.
- It links over 40 years of soil science, proven on kiwi farms, with the next generation of technology, including AI.
- HawkEye Pro enables variable rate strategies which deliver typical gains of $50–$150 per hectare, based on published studies. Actual gains will be farm specific.
- The technology is being progressively rolled out to shareholders.

HawkEyePro by ravensdown

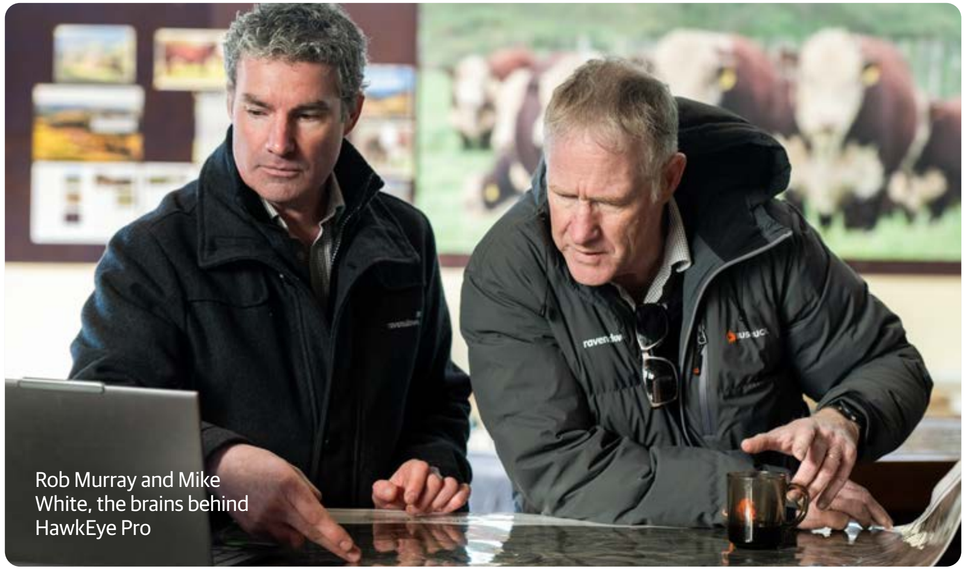
Scientific research and product development

Agtech innovation and commercial delivery

Disclaimer

Figures are based on published studies on variable rate strategies performed under New Zealand conditions and are representative of typical gains expected from variable rate strategies, but actual gains will be farm specific. Where spreader capability allows.

> “Farmers want the most nutrient-use efficiency for their financial budgets. If times are good, then they might be prepared to invest a bit more. If times are tight, then targeting parts of the farm may be the best strategy.”
>
> **Mike White**
> Chief Science Officer


Rob Murray and Mike White, the brains behind HawkEye Pro

Field Days Innovation Awards in February. The co-operative is proud that our home-grown technology has evolved to even better meet shareholder needs.

HawkEye Pro is already helping customers maximise their nutrient budgets. Or as farmers would call it, ‘bang for your buck’.

The technology uses data in Ravensdown’s systems, including previous soil tests.

It creates detailed maps of soil nutrient levels across an entire farm and uses farm productivity data to produce further maps of where fertiliser should and should not be placed. These help to calculate the right product and rates to ensure production is maintained.

Tailored advice for dairy, sheep and beef

“Farmers want the most nutrient-use efficiency for their financial budgets. If times are good, then they might be prepared to invest a bit more. If times are tight, then targeting parts of the farm may be the best strategy,” says Mike.

“For dairy, we can offer an optimised recommendation which focuses on maximising pasture production by building nutrient levels to a biological optimum. For sheep and beef, where returns are often not enough to go to the biological optimum across the farm, we can offer a tailored maintenance nutrient plan which gives farmers a good starting point. In both cases there will be good data behind the advice to inform decisions so farmers can have more confidence in the results.”

The pre-release pilot, involving 13 dairy farms across both islands and five sheep and beef operations in North Island hill-country, ensured the enhanced fertiliser plans produced were practical and usable.

What’s next

With HawkEye Pro’s rollout well underway, Mike and the team are already thinking about what’s next.

“We are not going to stand still. What we offer in 12 months will be better than what we have now. There’s a lot of scope for development, such as bringing in timing decisions and also potassium for dairy farms. There’s also a lot of scope to further lift the whole basis of driving nutrient efficiency.”

HawkEye has proven itself across over 1,800 trials.

1,800

AI brings in a range of data sources giving insights and a level of granularity previously unavailable.

EcoPond: practical emission mitigation

It's the holy grail of sustainable agriculture: solutions to cut agricultural emissions that do not undermine our agricultural production and profitability.

EcoPond truck setting up to dose a farmer's pond

Although there is a wealth of research underway, supported by government and industry funding, proven technologies have been slow to get into farmers' hands.

Our Agnition subsidiary, with its focus on finding, developing and investing in high-potential opportunities, has enabled a practical solution for mitigating emissions to be fast-tracked out of the lab and onto the farm.

How EcoPond works

Developed with Lincoln University, EcoPond uses polyferric sulphate and sulphuric acid to reduce and prevent methane emissions in effluent ponds. Studies have shown the treatment reduces a farm's effluent pond emissions by at least 90%. EcoPond signed the first commercial contracts in 2024 and the solution has now been deployed across New Zealand on over 220 farms in partnership with both Fonterra and Synlait.

Global interest signals commercial momentum

EcoPond technology has attracted interest from the world's largest food producer, Nestlé, as it works in partnerships with both dairy companies on a range of initiatives to reduce emissions intensity.

EcoPond Director Elliot Mercer says this level of support has been invaluable in accelerating EcoPond's development from a prototype to an efficient methane-reducing technology being deployed on farm today.

EcoPond team member Ethan Ross preparing the dosage

The gist

- EcoPond is a validated method of reducing agricultural emissions.
- It is a truck-based system for dosing ponds with polyferric sulphate and sulphuric acid.
- Studies have shown the treatment reduces a farm's effluent pond emissions by at least 90%.
- Our Agnition subsidiary has accelerated EcoPond's availability to farmers.

Agtech innovation and commercial delivery

Enhanced stewardship and emissions reduction

220 Farms nationwide are using EcoPond in partnership with Fonterra and Synlait.

The treatment reduces a farm's effluent pond emissions by at least **90%**

A practical solution for mitigating emissions moving from lab to farm.

The technology has evolved from a system requiring the installation of on-farm infrastructure to a truck-based dosing system which has reduced costs and simplified the operation. From a farmer perspective, this is a light touch solution that slots into existing operations, removing barriers to adoption.

Elliot says whereas emissions reduction policies may change politically, dairy producers and their global customers recognise that consumer expectations around managing climate change remain unchanged.

"They see emissions reduction as a core part of their future and while there is strong research in the pipeline, few technologies are actually available for deployment. EcoPond is actually making an impact."

Scaling up and looking beyond dairy

Elliot says the results from the initial partnerships will feed into a next phase of scaling the technology across New Zealand, targeting a positive commercial return and helping our industry on the emissions reduction journey.

"The current work has validated the technology in our New Zealand pastoral-based system, but there is no reason why it would not work with other effluent types and systems, for example barn-fed systems for dairy, or with effluent from pork production."

Test driving a 'game changer'

Adam and Yvette Stone are in their first season as sharemilkers on two of four family farms near Dunsandel in Canterbury, owned by Adam's parents, Kieran and Karen Stone.

With five years of contract milking behind them on the 157ha The Home Farm with 620 cows and the 130ha Ashford Farm with 440 A2 cows, they are always open to any opportunity to save costs, minimise their environmental footprint, and increase efficiencies.

A pilot run

Ravensdown Agri Manager Sarah Bassett saw the family as ideal candidates for the test drive of our new HawkEye Pro precision fertiliser technology and they were keen to sign on to a pilot run in 2025 involving 18 farms across New Zealand.

"With overall soil fertility high and a continued strong clover-ryegrass pasture performance, the Stones had previously held off applying fertiliser during low dairy payout years without compromising pasture growth," says Sarah. "We undertook whole farm soil testing during winter last year, so the farms were set up well for the variable rate application using HawkEye Pro from November 2025."

Agri Manager Sarah Bassett taking Yvette Stone through HawkEye Pro

18 **Farms nationwide took part in the pilot looking to save costs, minimise environmental footprint and increase efficiencies.**

HawkEye Pro streamlines regulatory reporting for the 190kg of nitrogen per hectare per year, that applies to all grazed pastoral land.

Increased shareholder value, advice and tools for positive environmental change.

The wider Stone farming operation of three dairy blocks and a runoff block totalling 635ha participated in the pilot. Adam describes HawkEye Pro as 'a game changer in every possible way'.

Accuracy and precision

Adam has been impressed by the high levels of accuracy achieved with HawkEye Pro, supporting the goal of maximising pasture production by increasing nutrient levels.

"The precision and accuracy it achieves allows us to be more efficient. It saves costs and it helps us to keep our environmental impact low."

The couple say one of HawkEye Pro's biggest advantages is clarity. The variable rate maps closely match what they observed in each paddock, reinforcing their decision-making with reliable data. Yvette says, "It is the first time a tool has visually confirmed what we already intuitively understood about nutrient variation across the farm."

The accuracy and precision comes from data already in Ravensdown's systems, including previous soil tests, to predict soil nutrient levels. It creates detailed maps of soil nutrient levels across an entire farm and uses farm productivity data to map where and at what rate fertiliser should be placed to ensure production is maintained.

The upgraded system also includes applications specific to dairy operations such as factoring in nutrients applied though effluent spreading.

As first-season sharemilkers, Adam and Yvette are even more cost conscious, given they now pay a share of their farms' nutrient budgets each season. With their two-farm operations reliant on their ability to produce 90% of their herds' feed, the push is always on to maintain feed quality that supports milk production.

Last season, Ashford Farm achieved 185,000kg/MS with 440 cows and The Home Farm 250,000kg/MS with 620 cows, without supplementary feed. They are hopeful of higher production this season.

Sharing data across platforms

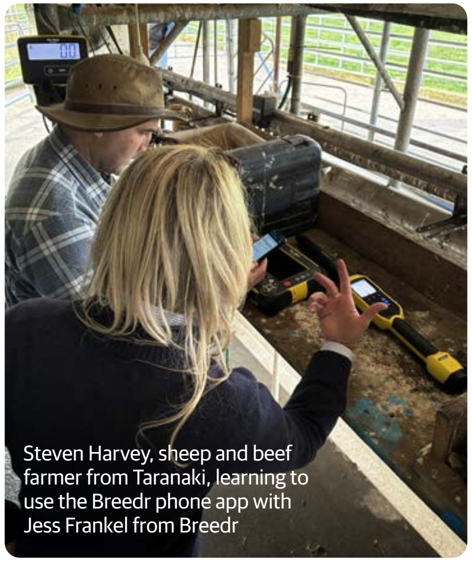
Like its predecessor HawkEye, HawkEye Pro streamlines the regulatory reporting for the 190kg of nitrogen per hectare per year that applies to all grazed pastoral land. Adam and Yvette supply Synlait from their A2 herd and say data from HawkEye Pro will be helpful in ensuring they meet that company's supply standards and audits. Similarly, it can be used to supply data for Fonterra Farm Dairy records at The Home Farm.

Adam says he'd recommend HawkEye Pro to other dairy farmers, following his experience in the pilot programme.

"I don't see why you wouldn't use it. It just makes sense."

Paddock-testing innovation brings faster adoption

One of several Agnition initiatives, the Farm Innovation Network helps move practical innovation into the paddock.



Steven Harvey, sheep and beef farmer from Taranaki, learning to use the Breedr phone app with Jess Frankel from Breedr

Connecting farmers with innovation, the Network tackles one of agriculture's persistent challenges, the gap between promising technology and on-farm adoption.

Faster adoption, proven through on-farm pilots

It's a two-way model that builds a stronger pathway for adoption.

The Network gives farmers and growers early access to market-ready tools which can then be tested in working farm systems before reaching the wider market. Innovators gain a direct route to farmers who can pilot technology in real-world conditions, and challenge and shape tools so they are fit for purpose.

Farmers involved in pilots help determine whether an innovation is genuinely useful, practical and commercially workable, while innovators gain the data and honest feedback they value highly so they can refine products for New Zealand conditions.

The Network now connects more than 350 farmers and growers and has introduced 17 global innovations through 90 on-farm pilots. It has also matured into a service that attracts paid international partnerships and supports a more commercially sustainable model.

Breedr accelerates market entry

Breedr, a UK cattle data company, is one example. During a two-week visit to New Zealand, Breedr completed four farm pilots and held 13 industry meetings through the Network. The company described the value plainly: what had taken two years to achieve for market entry in Australia was achieved through the Network's introductions in two weeks for New Zealand.

Toby Proude from Sherwood Station in Gisborne, trialling the Breedr liveweight gain data processing system with Jess Frankel from Breedr

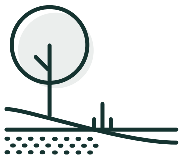
agnition

Future secured

Our commitments to undertake significant infrastructure upgrades, along with the support of Te Rūnaka o Ōtākou, secured long-term environmental consents for our Dunedin Service Centre and our Seadown site in Timaru.

Infrastructure upgrades focus on waterways and air quality.

Upgrades expected to align with Resource Management Act reforms.



Additional environmental improvements focus on appropriate planting for local soil conditions.

Securing long-term consents

The consents provide operating certainty for both sites, with Dunedin gaining 35-year stormwater and air discharge consents and Seadown a 20-year consent for stormwater discharges.

Upgrades for the future

The upgrades are focused on preventing nutrients from entering waterways and minimising discharges to air. While reforms to the Resource Management Act are currently being progressed by central Government, we are confident this work will support the high standard of compliance expected by the community, our iwi partners, and ourselves.

These upgrades in the South Island are in addition to the Napier improvements relating to the consents secured immediately prior to Cyclone Gabrielle. While the cyclone slowed initial implementation because of the need for site remediation, we now have real momentum with stormwater treatment and management. This work is complemented by practical on-site environmental measures, including managing dust and vehicle tracking.

In Stratford, Taranaki, the Smart Shelter and stormwater pond and wetland system have greatly reduced the amount of nutrients entering stormwater and improved the working environment for our people on site. We are achieving measurable improvements with test results that are significantly lower than pre-upgrade concentrations.

No new abatements

No new abatement notices were issued in FY26, however a fine was received in relation to a stormwater discharge quality non-compliance at the New Plymouth store. Two residual abatement notices

The gist

- 35-year stormwater and air consents granted for Dunedin.
- 20-year stormwater consent for Seadown.
- Napier delivers $102,000 stormwater treatment and management upgrade.
- No new abatement notices in FY26.
- A nature plan has been developed, exploring progressive carbon offset planting at sites.

Enhanced stewardship and emissions reduction

Reliable supply of quality agri-nutrients

remain in place for New Plymouth and Stratford that will be lifted once we achieve a period of consistent compliance.

Beyond compliance

Our consents progress and performance has enabled us to focus on additional environmental improvements across our site network in line with our company value of kaitiakitanga. Our evolving nature plan is considering what land we have available for permanent native plantings with the potential to offset emissions.

This is a long-term plan and we will invest time to engage with local and iwi plant nurseries, where there is an opportunity, so the land at each site is appropriately planted and maintained for the local soil and climate conditions.

We are also exploring the potential for introducing natural infrastructure such as swales and wetlands for stormwater management. Over time we see the nature plan adding aesthetic value and also environmental value by offsetting emissions.

The stormwater pond at Stratford store stands in the shadow of the Maunga, Mt Taranaki

A resilient 'chain of trust'

In a world with more hotspots than a restaurant kitchen, the resilience of our supply chain and the trust within it is even more crucial to keeping our 'right product in the right place, at the right rate, and at the right time' commitment to our farmer shareholders.

A more volatile world

95% of our sourcing for the FY26 year was completed before the outbreak in February of the Middle East conflict and its aftermath. However, Head of Procurement Chad Gillespie says disruption is now the new normal.

"The uncertain and volatile global environment has had flow-on implications for fertiliser producers, with some regions facing high energy and raw material costs leading to low or even no profitability. So, we are very much in a world where supply chain resilience is essential."

Unloading urea
at Lyttelton Port

The resilience and security we have built into our global supply chain, including diversifying our sourcing to avoid too much reliance on one region, is proving its worth. But Chad stresses that the trust and integrity, reflected in the co-operative values of connecting, respecting and delivering, are just as essential.

Long-term trust

With Ravensdown sourcing product from a dozen countries, the years of building supply partners' trust has helped the co-operative navigate five years of supply challenges. These began in 2021 when China imposed export restrictions.

"In every year since then, what was the world's largest exporter of urea, sulphuric acid and finished phosphate fertilisers such as DAP, MAP, TSP and superphosphate, has become an uncertain and less reliable source, limiting volumes exported year on year and shortening the export windows.

"The COVID pandemic and the Russian invasion of Ukraine have also had an influence. While we are currently in the most challenging period, we have had the benefit of solutions and risk management strategies developed over those five years to draw on.

"Increasingly risk assessments and robust supplier due diligence, including human rights due diligence, scenario planning, and our long-term supplier relationships are more important than ever."

Chad Gillespie, our Head of Procurement, at Lyttelton Port

Integrity and trust are key factors to mitigate risk and scenario planning.

It has taken careful planning, execution and a solutions-based mindset from all the team.

Proven partnership

Chad cites the 30-year relationship with SABIC Agri-Nutrients in Saudi Arabia as an example.

"This has always been based on integrity, transparency and accountability. This has enabled us to have very honest and open conversations so we can support one another. For example, we were clear on demand and we committed to product in bulk and in containers earlier than normal.

"They trucked urea over 1,500 kilometres from the east coast to the west coast of Saudi Arabia to keep product flowing. At the same time we have been checking, verifying and validating so we can both make the best decisions."

Resilient production and shipping

Chad says sourcing is crucial to supply, but so too are the production crews at Napier and Christchurch who have worked around changes of supplies to raw materials from different locations.

"They have been under pressure to scale up production to meet the increased demand and by working together we have been able to buffer ourselves against paying peak prices. It has taken careful planning, execution and a solutions-based mindset from all the team."

Our joint venture Ravensdown Shipping Services, which handles over 95% of our nutrient imports, has also been invaluable in managing transport pricing, scheduling, and reliability.

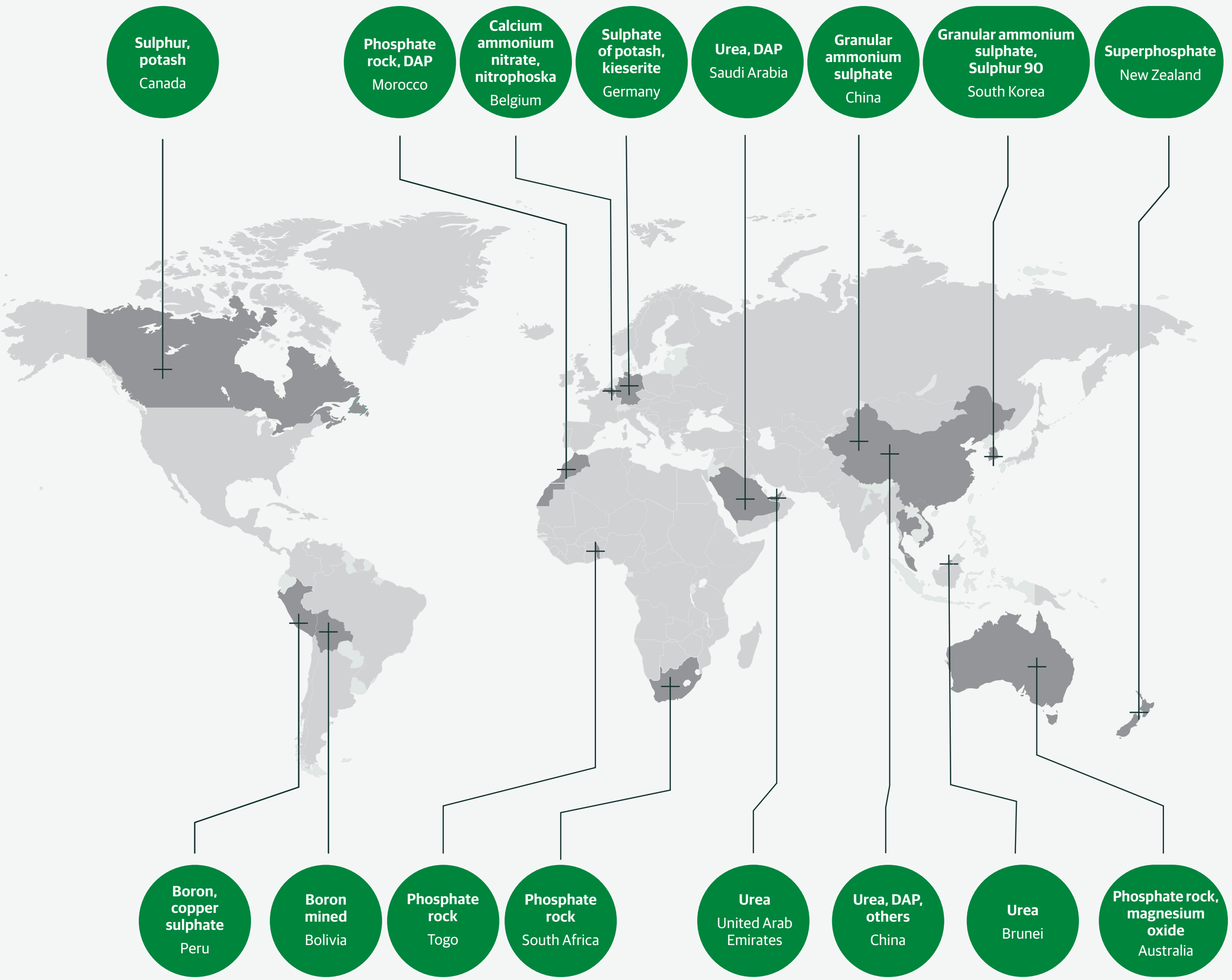
Shareholder commitment

Chad says shareholders are also crucial in the chain of trust.

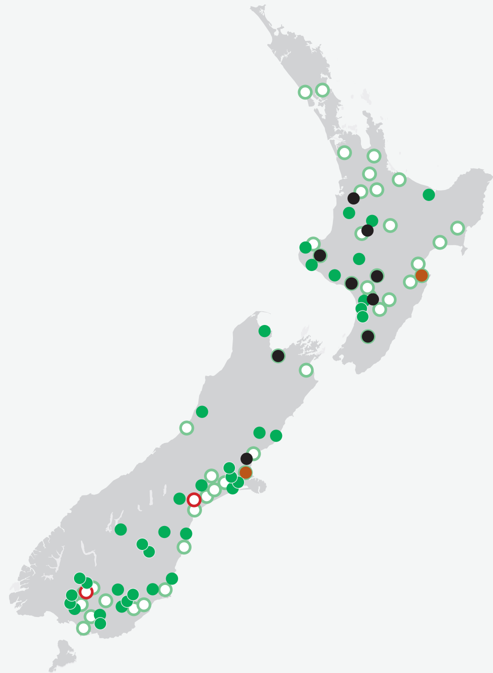
"The co-operative is based on certainty of supply and a fair price. Some of that certainty comes from the farmers themselves advising us of their own forecasts. That way we can source and purchase ahead for a demand profile based on typical buying patterns here in New Zealand.

"During these times we've had a lot of new customers come to us because they want that level of certainty. We're not saying 'we can't supply you', but with long-term commitment we can adjust and build that additional demand into our plans. If you support us, we will support you."

Ravensdown supplier countries



Ravensdown New Zealand operations



New Zealand key map:

- Ravensdown-owned stores
- Ravensdown aglime quarries
- Ravensdown consignment stores
- Ravensdown manufacturing plants
- Aerowork

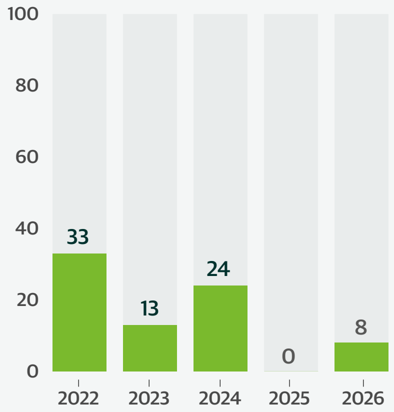
A strengthened approach

Ravensdown's commitment to human rights is outlined in our Code of Business Conduct and reflected in our Supplier Code of Conduct. This commitment is aligned with the United Nations Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises.

Our FY24 human rights risk assessment identified key salient risks across our operations and supply chain, including modern slavery (forced, child and bonded labour), health and safety at work, land use and cultural rights, safe food, food security, and security services. These remain our priorities.

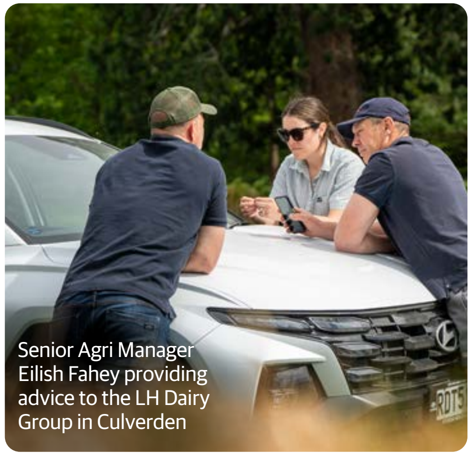
During FY26, we strengthened our approach to managing potential risks to human rights across our supply chain. We finalised our Human Rights Policy and work is now underway to embed this policy, which will be regularly reviewed to ensure it remains effective and meaningful. To improve visibility of human rights risks within our supply chain, we reviewed our twice-yearly supplier survey, aligning it with international best practice and anticipated mandatory reporting requirements under New Zealand's proposed modern slavery legislation. This work is helping build a clearer picture of potential human rights risks across our supply chain and strengthening the information available to support future sourcing decisions.

The Human Rights Risk Working Group continues to meet quarterly to monitor risks, support decision-making, and identify where enhanced supplier due diligence is needed so that our decisions respect and support human rights across our value chain.



% of total phosphate rock imported from Phosboucraa

Given global supply uncertainty, we have drawn on long-standing supply partners to deliver surety and quality. In FY26 this included one shipment of Phosboucraa rock. In an increasingly constrained market, human rights due diligence still underpins maintaining supply resilience while upholding our commitment to protect and promote the rights of people across our value chain.



Senior Agri Manager Eilish Fahey providing advice to the LH Dairy Group in Culverden

Ravensdown's supporting policies

- Anti-bullying and Harassment Policy
- Diversity, Inclusion and Belonging Policy
- External and Internal Privacy Policies
- Flexible Working Policy
- Human Rights Policy
- Risk Management Policy
- Safety and Wellbeing Policy

- Increased shareholder value
- Engaged people with the right skills and knowledge

AgriZeroNZ: accelerating practical solutions for lower-emissions farming

As a founding private-sector partner in AgriZeroNZ, Ravensdown continued to support the development of practical, science-based tools that will help New Zealand farmers reduce agricultural emissions without compromising productivity and profitability.

AgriZeroNZ Chief Executive Wayne McNee says the market demand for lower emissions food products is loud and clear.

"Many of the world's largest food companies and supermarkets consider emissions alongside price and quality when they're choosing where to source their products. Financial institutions are also taking emissions into account in lending and investment decisions.

"For a country whose food and fibre exports are forecast to earn more than $64 billion this year, those signals matter. Strengthening our reputation as a trusted producer of high-quality, low-emissions food will increasingly depend on giving farmers practical options to meet changing market expectations."

By backing a portfolio of tools, including vaccines, inhibitors, genetics, probiotics, feed additives and wearables, AgriZeroNZ is building a pipeline of practical options that will enable New Zealand farmers to meet future market and environmental needs while remaining globally competitive.

A year of progressive investment

Between June 2025 and May 2026, AgriZeroNZ made significant progress in expanding its investment portfolio and supporting companies developing a diverse range of emission-mitigation technologies. This included a USD$3.5 million investment in US company BiomEdit, which is developing a probiotic-based feed additive designed to reduce methane emissions while improving dairy cow productivity.

AgriZeroNZ also strengthened its commitment to several existing investments, including the New Zealand methane inhibitors programme and ArkeaBio, a US company developing a methane vaccine for livestock.

The portfolio continued to diversify with new investments in Nbryo, an Australian company developing reproductive technologies, to accelerate breeding for

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Continued expansion of investment portfolio includes USD$3.5 million into US company BiomEdit.

$3.5M

New Zealand food and fibre exports are forecast to earn more than $64 billion this year.

AgriZeroNZ teamed up with the Ag Emissions Centre offering up to $2 million to help innovators from around the world bring mitigation solutions suitable for New Zealand farms closer to on-farm use.

AgriZeroNZ invested in Rumin8, supporting commercialisation of its methane-reducing feed additive in New Zealand.

Agtech innovation and commercial delivery

Enhanced stewardship and emissions reduction

lower-emissions livestock, and Āmua, a New Zealand farmer-led company developing wearable technology to reduce nitrous oxide emissions, nitrate leaching and fertiliser use.

AgriZeroNZ also invested in Rumin8, supporting commercialisation of its methane-reducing feed additive in New Zealand, and in further research and trials to accelerate the uptake of low-methane sheep genetics, one of the few emissions reduction tools currently available to New Zealand farmers, along with EcoPond.

During the year, AgriZeroNZ teamed up with the Ag Emissions Centre for the Innovation Investment Round, offering up to $2 million to help innovators from around the world bring mitigation solutions suitable for New Zealand farms closer to on-farm use.

https://www.agrizero.nz/

Āmua CEO and co-founder Roger Johnson

Our responsibilities /

Doing the right thing

Doing the right thing has always been part of earning trust. Ravensdown's responsibilities extend across our people, communities, environment and supply chain, reflecting a commitment to operate with care, transparency and respect as stewards of the long-term interests of shareholders, stakeholders and the country.

Improving health and safety performance

When Carol Evans joined Ravensdown 26 years ago, there were no specific health and safety roles in the business.

48% Increase in safe work conversations since 2024.

Ravensdown is an accredited ACC employer enabling claims to be actioned within two days.

Early identification of 'niggles' is a priority to avoid them becoming significant nagging injuries.

Today she is National Health, Safety and Wellbeing Manager leading a team of six, but she is quick to point out that these days health and safety is everyone's job.

"Today, everyone takes responsibility for health, safety and wellbeing as part of their daily life. While there's still a lot we can do, we are also a getting a lot better at incorporating health and safety disciplines into the way we work. In return we are now seeing a significant decrease in the number of injury claims we are managing. This drop in numbers means what we are doing on the ground is making a difference."

What gets measured gets managed

It's a cliché, it's also an accurate description of how Carol and the team have improved safety performance. Our online ravSafe portal makes it simple for our people to report hazards and close calls and as this reporting has gone up, actual incidents have gone down.

Carol highlights the increase in safe work conversations as a metric for leading indicators.

"We can see the increase in safe work conversations from 4,705 in 2024 and 6,805 in 2025 to 6,962 in 2026. This reflects a big improvement in Ravensdown's numbers, creating resilience and putting health, safety and wellbeing front of mind for all of our employees, not just management," Carol says.

"Also, many of these are covering Ravensdown's critical risks which to me, as a Health, Safety and Wellbeing leader in Ravensdown, is most pleasing."

She says the more people are willing to report near misses, the better it is because it reinforces the need for preventive measures and it identifies areas that need focus.

Greater awareness

Good housekeeping can make a difference to the risk of slips, trips and falls while good processes and maintenance can mitigate the risk of spills," says Carol, "raising safety awareness among our people managers and their teams is so important."

Carol Evans, National Health, Safety and Wellbeing Manager

Injury management

The co-operative is an accredited ACC employer, which means we can handle our own claims and rehabilitation processes in partnership with a third party injury management provider, WellNZ. It's a source of pride for Carol and her team that they can action a claim within two days.

"When an injury occurs, we want to support our people quickly so they get safely back to normal life. We are putting a lot of work into ensuring that everyone is aware of the overall process and what's expected. People managers are doing online training so they know what needs to be done and our people also receive training around their responsibilities if they get hurt."

Carol says, “We have good injury management, but it does not stop them occurring,” so a pilot programme is also under development to take injury awareness and prevention to a new level.

Prevention matters

Put simply, it’s about ensuring ‘niggles’ don’t turn into nagging and serious strains.

“If you trip and you’ve had a fall, the root cause is obvious. However, if you do manual work like sweeping or shovelling, a bit of an ache in a wrist or shoulder can slowly become more serious pain and discomfort over time.

“We want people to identify these ‘niggles’, because if we can get in early we can get them some physio and support. More importantly, we can correct what they are doing. A change of technique, or rotating tasks to avoid repetition, can make a real difference. Many of our incidents relate to sprains and strains caused by manual handling. The key is encouraging people to identify a niggle when it is first felt, rather than let it become a repetitive injury.”

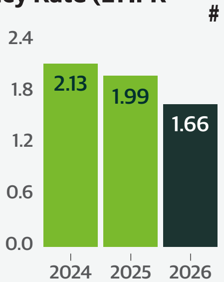
The team’s focus on safety is matched by its focus on health, with annual checkups for operational teams which includes vision, hearing, lung function, and optional cardio and heart checks. Field teams who spend time on farms visiting customers also receive skin checks as a guard against melanoma.

Our people at a glance

Lost-Time Injury Frequency Rate (LTIFR

Target: <1.96 industry benchmark

Rolling 12-month Lost-Time Injury Frequency Rate average (per 200,000 hours)

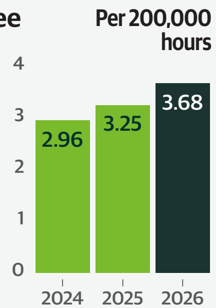


LTIFR improved from 1.99 to 1.66, materially below the benchmark, reflecting stronger injury management, better reporting accuracy, increased scrutiny, and greater safety awareness among our employees.

Total Recordable Employee Injury Frequency Rate (TRIFR)

Target: <4.66 industry benchmark

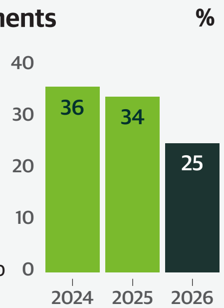
TRIFR rose from 3.25 to 3.68 but remained below industry benchmark, reflecting stronger reporting, lower injury severity and cost, and an improving LTIFR trend.



Internal appointments

Target: 20-25%

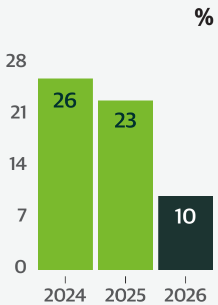
We remain committed to developing talent from within, with FY27 marking the launch of the Accelerate Leadership Programme to strengthen leadership succession pipeline.



Voluntary Employee Turnover

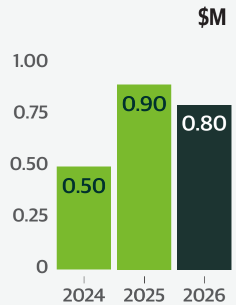
Target: <15%

Workforce stability remained a key strength in FY26, helping retain valuable capability, experience and institutional knowledge across Ravensdown.

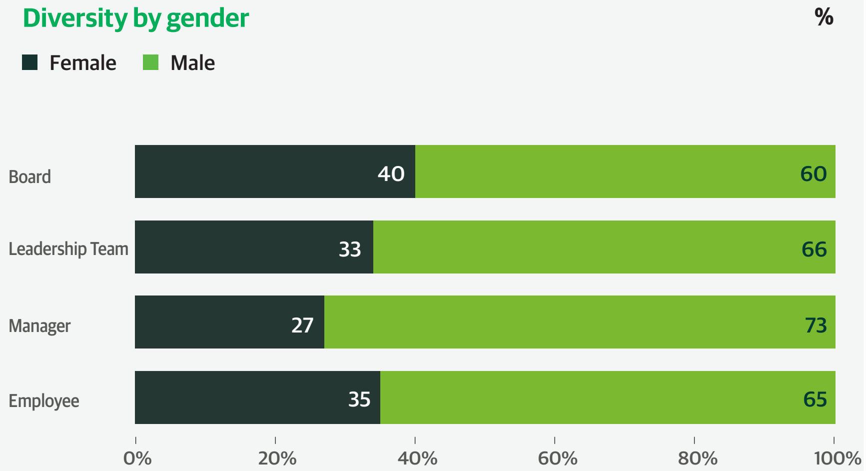


Investment in learning and development

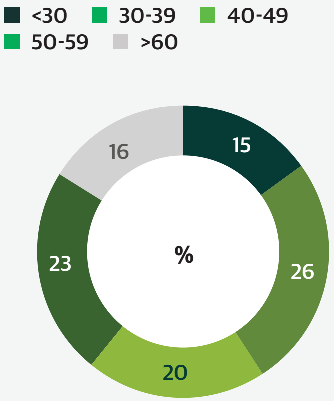
Continued targeted investment in our people.



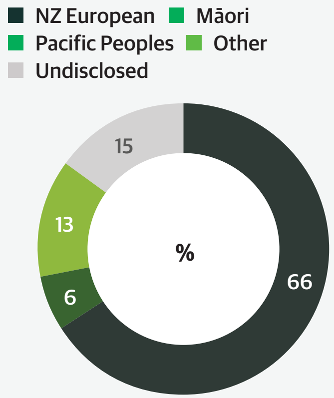
Diversity by gender



Age range



Ethnicity



Climate disclosures

This section reflects the recommendations of, and has been structured to align with, the Taskforce on Climate-related Financial Disclosures (TCFD). The greenhouse gas (GHG) footprint has been measured following the GHG Protocol with limited assurance from EY for the period 1 January to 31 December 2025.

The Taskforce's recommendations are structured around four thematic areas that represent core elements of how organisations operate.

01. Climate risk governance

02. Strategy

03. Risk management

04. Metrics and targets

01. Climate risk governance

Board oversight of climate-related matters is supported by the Audit and Risk Committee and the Leadership Team, with climate considerations embedded in risk management and business planning.

Our CEO leads Ravensdown's climate response, supported by the Leadership Team, which monitors progress on decarbonisation initiatives and reviews climate-related risks through established risk governance processes.

The Audit and Risk Committee oversees the management of climate-related risks and reviews whether appropriate actions and controls are in place.

Climate-related risks are managed through our enterprise risk management framework, which supports the identification, assessment, mitigation and monitoring of material risks across the business.

Our emissions reduction targets are aligned with a 1.5°C pathway:* a 50% reduction in Scope 1 and 2 emissions by 2030 and 50% reduction in Scope 3 emissions by 2035 against our 2018 baseline.

Ravensdown's organisational boundary is based on the operational control approach under the GHG Protocol and includes operations under our control, while excluding interests where operational control is not held.

Climate considerations are incorporated into decision-making processes, including capital allocation, to support long-term resilience and progress toward a lower-emissions business.

During the year, Ravensdown continued its engagement with industry and sustainability initiatives relevant to climate transition and disclosure practice.

This included participation in the Climate Leaders Coalition, the Aotearoa Circle and AgriZero^NZ.

* Based on the Science Based targets Initiative's absolute contraction methodology

Targets aligned with 1.5°C of warming against a 2018 base year.

50% reduction in Scope 1 and 2 market-based emissions by 2030.

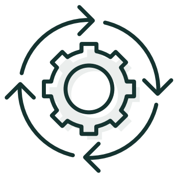
50% reduction in Scope 3 emissions by 2035.

50%

We will continue to evolve our climate reporting as stakeholder expectations and reporting standards develop.

02. Strategy

Sustainability is no longer a standalone programme at Ravensdown. It is integrated into how we govern the business, allocate capital and make decisions that strengthen the long-term resilience of our co-operative.



Sustainability is integrated into how we govern the business.

From managing climate-related risks and opportunities to investing in operational efficiency, new technologies and our people, sustainability supports our ability to create enduring value for shareholders while delivering on our purpose of Smarter Farming for a Better New Zealand.

Over the past year we have continued to embed this approach through practical investments that reduce emissions, improve operational performance and strengthen business resilience. Our decarbonisation pathway is progressing through the transition of our mobile plant fleet, while solar generation at our Christchurch head office is reducing operational emissions and improving energy resilience. We have also begun developing Ravensdown's first Nature Plan to better understand our dependencies and impacts on nature, recognising that resilient ecosystems underpin resilient farming systems.

Building resilience requires collaboration. We continue to work alongside industry, iwi, government, community organisations and business partners to accelerate practical solutions for New Zealand agriculture. Partnerships with Meridian Energy through Renewable Energy Certificates (RECs), AgriZero^{NZ}, the Aotearoa Circle and the Sustainable Business Council strengthen both our own transition and New Zealand's wider response to climate change. These initiatives are not pursued in isolation to meet individual targets, they are investments in a more resilient co-operative.

Ravensdown voluntarily reports its greenhouse gas emissions and climate-related risks because we believe transparency and accountability are fundamental to good governance. Although we are not required to disclose under New Zealand's climate-related disclosure regime, we choose to report to provide shareholders and stakeholders with a clear view of our climate-related risks, opportunities and progress.

This report has been prepared in accordance with the Greenhouse Gas Protocol and aligns with the principles of the Integrated Reporting Framework. Our disclosures have been refined to provide greater clarity on our emissions profile, climate-related risks, governance and strategic response, reflecting the increasing integration of climate considerations into everyday business decision-making.

As climate reporting expectations continue to evolve, so will our approach. We remain committed to improving the quality of our disclosures while ensuring they reflect not only our environmental performance, but the resilience of our business, the strength of our governance and the long-term value we create for our shareholders, customers and New Zealand.

03. Risk management

Ravensdown's climate risks and opportunities

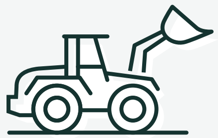
Climate-related risk	Primary capital(s) affected	Assessment summary	Current business implications	Future business opportunity	Our response
Transition to a low-emissions economy	• Environment • Innovation • Finances	Transitioning to a lower-emissions economy creates opportunities for operational efficiency, innovation and customer value.	Investment decisions remain commercially driven while business cases for electrification and climate-resilient technologies continue to be developed. Whole-of-life investment methodologies are also being explored.	Early investment in renewable energy and electrification can improve energy resilience, reduce long-term operating costs and strengthen Ravensdown's ability to support customers through the transition.	Fleet transition to hybrid and electric vehicles; mobile plant decarbonisation pathway; Renewable Energy Certificates; solar generation projects.
Physical impacts of climate change on operations and infrastructure	• Infrastructure • Environment	Increasing climate variability reinforces the importance of resilient manufacturing sites, infrastructure and distribution networks.	Recent weather events have highlighted the value of resilient assets, business continuity planning and operational flexibility to maintain reliable customer supply.	Climate-ready infrastructure and asset planning will improve operational reliability, protect long-term asset value and strengthen resilience to future climate impacts.	Smart Sheds programme; nature planning; risk-based asset maintenance; Audit & Risk Committee oversight.
Changing farming systems and customer resilience	• Relationships • Innovation • Environment	Climate adaptation is reshaping farming systems, creating opportunities to support customers through science, technology and trusted advice.	Farmers increasingly seek solutions that improve nutrient efficiency, resilience and environmental performance while maintaining productivity and profitability.	HawkEye® Pro, Agnition and Ravensdown's technical expertise position the co-operative to deliver data-driven solutions that strengthen customer resilience and long-term shareholder value.	HawkEye® Pro; Agnition; EcoPond; N-Protect; research and development of lower-emissions fertiliser solutions.
Climate and geopolitical disruption to global supply chains	• Infrastructure • Relationships	Climate disruption and geopolitical uncertainty continue to reshape global supply chains and raw material availability.	Geopolitical events, climate disruption and freight volatility reinforce the importance of strategic sourcing, long-term supplier relationships and reliable logistics capability.	Leveraging RSS, strategic supplier partnerships and scenario planning will strengthen supply resilience, improve responsiveness to disruption and maintain reliable supply for shareholders and customers.	Ravensdown Shipping Services (RSS); biofuel initiatives for shipping; supply chain scenario analysis; long-term demand and supply modelling.
Changing climate, environmental and planning regulation	• Environment • Relationships	Evolving environmental and planning regulation continues to influence operations, infrastructure and customer expectations.	Urbanisation around manufacturing sites, environmental regulation and access to natural resources increasingly influence long-term planning. Ravensdown continues to advocate for practical, science-based policy outcomes.	Operating beyond compliance strengthens resilience to changing policy settings, supports business certainty and reinforces Ravensdown's licence to operate and long-term competitiveness.	Long-term consent renewals; environmental consultancy; environmental management system; environmental data and reporting capability.
Changing stakeholder expectations and access to capital	• Relationships • Finances	Trusted relationships underpin access to capital, insurance and long-term value creation.	Materiality assessment findings reinforced that access to capital, insurance and strategic partnerships increasingly depend on strong climate governance, transparent reporting and integrated business planning.	Embedding climate resilience into governance and strategy will strengthen stakeholder confidence, deepen strategic partnerships and support continued access to finance, insurance and long-term growth.	Insurance resilience scorecard; annual Integrated Report; voluntary climate disclosures; regular materiality assessments.

In FY26, we continued to invest in climate change mitigation to strengthen the long-term resilience of our business. More than $3.8 million was invested in decarbonisation initiatives and on-farm mitigation solutions that support emissions reductions across our business.

$3.8M

Twelve-month investment in climate change mitigation.

Our first electric loader, RAV-E improves the mobile fleet's efficiency, safety, costs and emissions.



FY26 investment in climate change mitigation

Scope 1	**NZD**
Fleet replacement	Opex only
Mobile plant	388,500
Scope 2	
Renewable electricity credits	46,326
Charging infrastructure	9,345
Scope 3	
SFF (Ravensdown contribution)	677,518
AgriZero[NZ] (Ravensdown contribution)	2,589,878

04. Metrics and targets

Ravensdown's greenhouse gas inventory is prepared on a calendar year basis in accordance with the GHG Protocol and has been included in the Integrated Report since 2017, with limited assurance obtained annually. The 2018 calendar year remains the base year for measuring progress.

Methodology

A thorough screening process is undertaken annually to identify all material emissions sources across Scope 1–3, to define organisational and operational boundaries and to identify any need for recalculation. Organisational boundary takes an operational control approach to include Ravensdown and all subsidiaries and to exclude associate and joint venture partnerships as defined in the annual report. Operational boundary is as defined on page 101. During the year, changes in the Inventory reflected the sale of C-Dax and the closure of manufacturing at the Dunedin site. We strive to improve the accuracy and scope year on year. As each year's scope is broader than the last, the inventory is not necessarily comparable to those published in previous reports.

Reports, invoices and data are received from the relevant data source/supplier and the relevant emission factors are applied to calculate the emissions.

A calculation methodology has been used for quantifying the emissions inventory based on the following calculation approach: emissions = activity data x emissions factor*.

The primary source of emissions factors for calculation is the Ministry for the Environment (MfE, 2025**). The cases where MfE emissions factors are not available are:

- marine gas oil (DESNZ -UK) 2025
- CO_2 from CO_3 in phosphate rock (Calculated based on analysis of carbonate content of phosphate rock and water content by an independent lab)
  - A revised input based approach to superphosphate manufacturing emissions was implemented in CY2025. This new methodology uses independently tested phosphate rock composition and moisture content, improving accuracy going forward.
- purchased urea and NPK (product footprint provided by supplier)
  - A screening was conducted in the last year that demonstrated embodied emissions of purchased urea, under the category of purchased goods and services (C1), are our most material purchase by volume, value and intensity. Purchased NPK is included in CY25 and added in CY18 and CY24. Ravensdown will continue to work with suppliers on gathering supplier specific emission factors for any large, purchased material.

Exclusions in the current year: No material emissions sources have been excluded from the inventory other than those excluded due to lack of a supplier specific emissions factor.

Please see inclusions, methodologies, assumptions, data quality and exclusions rav.link/inclusions-exclusions.

Base year recalculation policy

Situations prompting recalculation of the base year are acquisitions/divestment and changes in reporting boundaries or calculation methodologies, including improvements in the accuracy of emission factors as per the GHG Protocol where they are material (i.e. >1%) of the base year emissions profile.

Base year recalculations

During the year, the 2018 base year and 2024 comparative data were restated following an update to emissions factors for Scope 3, Category 11 (use of sold products), which exceeded the company's 1% materiality threshold.

Offsets in the current year: No offsets were purchased but certified renewable electricity was purchased. The generation of this purchased renewable electricity came from Meridian's Te Uku wind farm in Raglan, Harapaki wind farm in Te Haroto and Mill Creek Wind farm in Wellington.

Science Based Targets

The Science Based Targets Initiative absolute contraction methodology was used for setting an emissions reduction target aligned with 1.5°C of warming against a 2018 base year. This requires Scope 1 and 2 market-based emissions to reduce by 50% by 2030. The Scope 3 target is to reduce emissions by 50% by 2035 through reduction of absolute emissions and provision of new technology.

Performance against targets

Ravensdown has three areas of focus for climate change mitigation:

- the reduction of greenhouse gas emissions from our own operations
- engagement with our suppliers to support and encourage their own decarbonisation
- identifying, developing and bringing to market new, sustainable solutions for farmers to reduce the emissions from the use of fertiliser and from agriculture in general.

*Data used is a range of supplier invoices and consumption files, sales/production data (tonnage), shipping distances and volumes from internal systems.

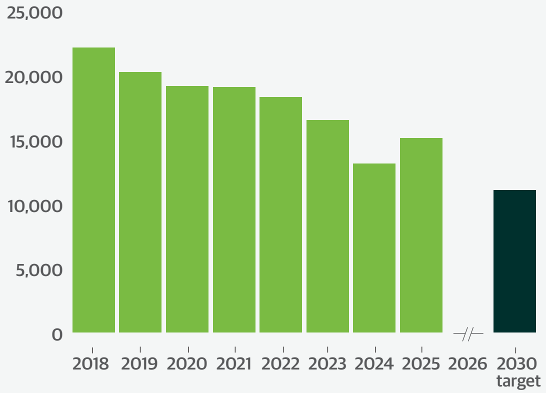
**Emission factors are sourced from the Ministry for the Environment's Measuring Emissions: A Guide for Organisations – 2025 Detailed Guide. This guide provides standardised emission factors for voluntary greenhouse gas reporting and is updated annually to reflect changes in energy generation, transport, and industrial activity.

Performance against current year

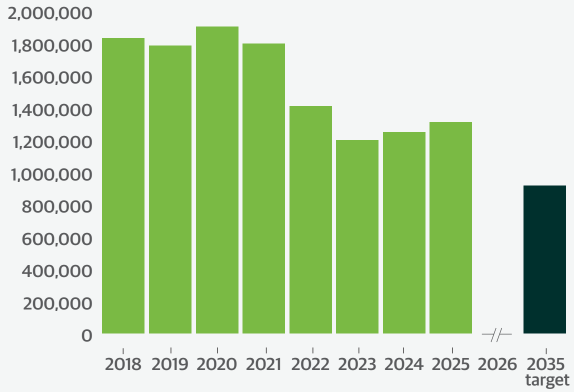
We've continued to make solid progress this year by reducing our operational emissions compared to the base year in some key areas. Ravensdown's decarbonisation pathway experienced a reset during CY25, as parts of the business prioritised significant capital investment to restore and stabilise key infrastructure. A major focus was returning the Napier site turbine to operational status. This investment contributed to a 36% reduction in stationary diesel consumption, as the site was able to maintain process heat without relying on diesel boiler start-ups that were previously required during power interruptions. Ravensdown also continued progressing electrification and fleet efficiency initiatives, a continued shift in our vehicle fleet toward hybrid and electric vehicles has contributed to a 5% reduction in transport fuel emissions.

The key drivers of these results were the return to higher production volumes and a recovery to business-as-usual levels following a four-year downturn in volumes since CY20/21. During this period, Ravensdown's operations were also affected by challenging conditions that required ongoing operational adjustments with increases in CY25 compared to CY24 in superphosphate manufacturing emissions of 23%, coal use 87% and aircraft fuel 44%.

Scope 1+2 market-based (operational) GHG emissions profile over time



Scope 3 actual and target GHG emissions profile over time



Increased rainfall, damp conditions, and infrastructure damage at the Geraldine lime plant resulted in the increase in coal consumption for lime drying compared with CY24, although the total for Ravensdown is 74% below the 2018 baseline. In addition, a greater number of dry and sunny days in other regions, combined with improving beef and sheep market conditions, contributed to a 44% increase in aerial spreading activity compared with CY24. This is also reflected across Scope 3 emissions with increases of purchased product for manufacture in CY25, such as urea and NPK with a 15% increase in Scope 3 Category 1 and increased freight emissions of 43% for coastal shipping Scope 3 Category 9 compared to CY24. In combination with wider industry dynamics, the closure of Dunedin Works resulted in increased production at the remaining manufacturing sites at Christchurch and Napier, alongside associated shifts in logistics, including changes in coastal shipping and domestic distribution patterns. Ravensdown will continue to focus on operational improvements and working with supply chain partners to drive decarbonisation efforts.

To further support our decarbonisation goals, Ravensdown purchased Certified Renewable Energy (RECs) certificates from Meridian Energy this year. These certificates work by matching the electricity we've used with an equivalent amount of electricity generated from renewable sources on the New Zealand grid — effectively reducing our market-based Scope 2 emissions to zero in 2025. What's more, a portion of the funds from these purchases is earmarked for Ravensdown-led emissions reduction initiatives, while the remainder supports broader community-based sustainability projects. It's one way we're making sure our energy use does more than just power our operations.

Scope	Emissions source (/activity)	Restated (unaudited) 2018 (base year) tCO_2e	Restated (unaudited) 2024 (last year) tCO_2e	2025 (current year) tCO_2e	% change this year	T change this year	% change since BY	T change since BY
1	Stationary diesel / manufacturing startup	904	1,345	866	-36	-479	-4	-38
	Transport diesel and petrol	4,582	3,488	3,321	-5	-168	-28	-1,262
	Sub-bituminous coal / lime drying	3,354	475	888	87	413	-74	-2,466
	Aircraft fuel / aerial spreading	4,822	2,210	3,190	44	980	-34	-1,632
	CO_2 release / superphosphate reaction	7,080	5,485	6,766	23	1,281	-4	-314
	Sequestration	–	–	–	–	–	-100	–
	Biomass fuel	–	24	34	43	10	100	34
	Scope 1 total	20,742	13,027	15,065	16	2,038	-27	-5,677
2	Purchased electricity (location-based)	1,340	1,487	1,624	9	137	21	284
	Scope 2 (market-based) total	1,340	47	–	-100	-47	-100	-1,340
	Scope 2 (location-based) total*	1,340	1,487	1,624	9	137	21	284
3	Cat 1: Purchased goods and services – purchased urea & NPK	579,307	384,693	440,677	15	55,984	-24	-138,630
	Cat 3 : Fuel- and energy-related activities – transmission losses	142	102	124	21	22	-13	-19
	Cat 4: Upstream transportation and distribution – haulage port to manufacture	2,450	862	820	-5	-42	-67	-1,631
	Cat 4: Upstream transportation and distribution – international shipping	109,675	51,293	41,185	-20	-10,108	-62	-68,490
	Cat 5 : Waste generated in operations – waste to landfill	186	124	116	-6	-8	-37	-70
	Cat 6 : Business travel – air travel	1,273	458	543	18	84	-57	-730
	Cat 9: Downstream transportation and distribution – freight / distribution by road	20,586	14,570	16,558	14	1,989	-20	-4,027
	Cat 9: Downstream transportation and distribution – coastal shipping / distribution by sea	183	236	337	43	101	84	154
	Cat 11 : Use of sold products – on farm product use	1,117,531	796,865	811,072	2	14,207	-27	-306,459
	Scope 3 total	1,831,334	1,249,202	1,311,432	5	62,229	-28	-519,902
	TOTAL (market-based)	**1,853,415**	**1,262,277**	**1,326,497**	**5**	**64,220**	**-28**	**-526,919**
	TOTAL (location-based)	**1,853,415**	**1,263,716**	**1,328,121**	**5**	**64,404**	**-28**	**-525,295**
	Electricity exported to grid — avoided emissions**	-273	-116	-191	65	-75	-30	82

Emissions by gas	TOTAL tCO_2e	tCO_2	tCH_4	tCH_4 in tCO_2e	tN_2O	tN_2O in tCO_2e	HFCs	PFCs	SF_6	NF_3	t biological CO_2
GWP (AR5) conversions		1		28		265					
Scope 1 (excl. biological CO_2)* **	15,065	8,141	1	32	0	101	N/A	N/A	N/A	N/A	2,022
Scope 2 (location-based)	1,624	1,577	2	44	0	3	N/A	N/A	N/A	N/A	
Scope 2 (market-based)	–	–	–	–	–	–	N/A	N/A	N/A	N/A	
Scope 3* **	1,311,432	328,536	4	120	2,045	541,976	N/A	N/A	N/A	N/A	
Total Scope 1 (excl. biological CO_2), 2 (market-based) & 3* **	1,326,497	336,677	5	152	2,046	542,077					2,022

15,065 tCO_2e

Scope 1+2 market based greenhouse gas emissions in calendar year 2025.

1,311,432 tCO_2e

Scope 3 greenhouse gas emissions in calendar year 2025.

EY has provided limited assurance over Scope 1, Scope 2 (location and market based) and Scope 3 GHG emissions for the calendar year 1 January to 31 December 2025. Note that scope is expanded year on year for continual improvement of reporting, therefore footprints published in previous years are not necessarily comparable.

*Scope 2 market-based data for the 2018 base year and historic years use a location-based proxy factor. No residual grid mix factors have been applied.

**Electricity exported to the grid for calendar year 2024 and calendar year 2025 has been reported outside of Scope 2 as avoided emissions in line with the GHG Protocol recommendations.

***Components of the total tCO_2e may not sum with individual gases due to factors not being provided with each individual gas. NB: in accordance with MfE detailed guidance on GHG inventory development, numbers may not add due to rounding.

Rav-E rolls in!

Rolling in Ravensdown's first electric loader: saving loads and fulfilling environmental commitments.

The Amberley Store took delivery of Ravensdown's first electric loader, another move closer toward a more sustainable way of operating.

The LiuGong 838TE Wheel Loader, affectionately named by the team as *Rav-E*, replaces a diesel loader, cutting Scope 1 emissions and delivering real onsite benefits. This innovative machine boasts a 193kWh battery, a 3m cube bucket, and more than ten hours of run time to keep pace with daily operations.

The loader arrived in early March 2026 and didn't waste any time getting to work, clocking up 83 hours in its first two weeks. It's proving to be a smart investment being quieter, safer and more efficient, and faster charging means minimal downtime.

Ravensdown has used electric forklifts for several years, but this machine is a big step up. It was important to take a long-term approach and wait for the right technology to invest in for stronger performance and sustainability.

It is a practical investment in kaitiakitanga, reducing costs and reducing emissions, improving productivity, and taking care of the environment.

The LiuGong 838TE Electric Wheel Loader: by numbers

01. Battery

- Capacity 193kWh.
- 58 minutes (15% to 95%) charging time.
- Five years 10,000-hour battery warranty.
- Charging rate 160kW.
- Ten plus hours run time.

02. Costs and savings

- Costs around $2.35 per hour to run (compared to $16 per hour for diesel).
- $28k per year in fuel savings, plus maintenance savings.

03. Specifications

- Operating weight 14,600kg.
- Rated power 120kW.

04. Fit for purpose

- Bucket capacity 3m cube.
- Fully fert specified from factory.

Investing in the future of farming

Backing the future of farming starts with backing people and investing in their education and real-world hands-on experience.

In 2026, that commitment was reflected in our sponsorship of Owl Farm, targeted support through the Hugh Williams Memorial Scholarship, and our long-standing partnership with NZ Young Farmers.

2026 was Ravensdown's first year sponsoring Owl Farm, a 160-hectare demonstration dairy farm established in 2015 as a joint venture between St Peter's School Cambridge and Lincoln University.

Owl Farm is the only demonstration farm of its kind in the North Island. It has a strong legacy of teaching, learning, and hands-on farming experience and provides students with real-world skills and exposure to modern farming practices.

Jo Sheridan, Owl Farm Demonstration Manager, supporting a student from St Peter's College, Cambridge

The hustle and bustle of the Canterbury A&P Show


Ashburton Winter Feed Contest with Agri Manager Sarah Lindsay


James Clark, Hugh Williams Memorial Scholarship recipient 2026


Supporting the iconic local event Edition Zero Gravel in the Mackenzie Basin

Eighteen-year-old Methven farmer James Clark was this year's Hugh Williams Memorial Scholarship recipient, a $5,000 cash grant for each year of the remainder of his studies. After starting as a tool-grabber for his dad at just five years old, James gradually took on increasing responsibilities helping to run daily operations of the farm, where he is now a junior staff member. Part-way through a Commerce degree in Agriculture at Lincoln University, James didn't always see himself studying but couldn't pass up the opportunity to bring a fresh perspective to his work.

"I really love the practical side of farming, and I'll always get stuck in, but these days, having a degree behind you is important. It will allow me to look at my work with a broader view of the world and use new ideas. There's always things that can be done better."

Juggling study and work, the scholarship provides James with practical financial support, allowing him to focus on building capability for the long term.

James is also a committed Young Farmer, having reached the Grand Finals of the FMG Young Farmer of the Year twice.

Ravensdown has stood as a key sponsor of this iconic event for 38 years, backing both the final and district contests and contestants across the motu, paving the way for future champions. It's about confidence, leadership, problem-solving, and giving young people the tools they need to succeed in a changing industry.

Our enduring partnership reflects a deep commitment to nurturing emerging talent, with Ravensdown alongside the next generation of agricultural leaders.

Agricultural Communicator of the Year

Ravensdown's long-standing Agricultural Communicator of the Year award for 2025 was presented to WeatherWatch founder Philip Duncan, recognising his trusted and accessible weather communication for farmers and growers.

Now in its 40th year, the award continues to celebrate the professionals shaping the way rural New Zealand stays informed and connected on issues that matter to rural audiences.

The award has now been formally incorporated into the Primary Industries New Zealand (PINZ) Awards, placing it alongside the sector's national awards programme.

We're proud to back initiatives that support rural communities, grow knowledge, and strengthen the future of kiwi agriculture.

Meet the Board

Bruce Wills
Elected Director
ONZM, B.Com (Ag), CMInstD

Mike Davey
Elected Director

Kate Faulks
Elected Director
BE (Hons), MBA

Jane Montgomery
Elected Director
LLB (Hons)

Jacqueline Rowarth
Elected Director
CNZM, HFNZIAHS
B.Ag.Sci (Hons), PhD Soil Science

Jane Smith
Elected Director
B.Com (Ag)

David Biland
Appointed Director
B.Ag.Sci, Dip.Hort.Sci.

Tony Carter
Appointed Director
CNZM, BE (Hons), ME, MPhil (Loughborough)

Graham Stuart
Appointed Director
B.Com (First Class Hons), MSc (MIT)

Meet the Leadership Team

Garry Diack
Chief Executive Officer

Mike Whitty
Chief Operating Officer

Kevin Cooney
Chief Financial Officer

Anna Wilkes
Chief ESG & Safety Officer

Jasper van Halder
Chief Innovation Officer

Mark McAtamney
Chief Digital Officer

Katrina Benedetti Forastieri
Chief People &
Performance Officer

Jennifer Goldsmith
Company Secretary

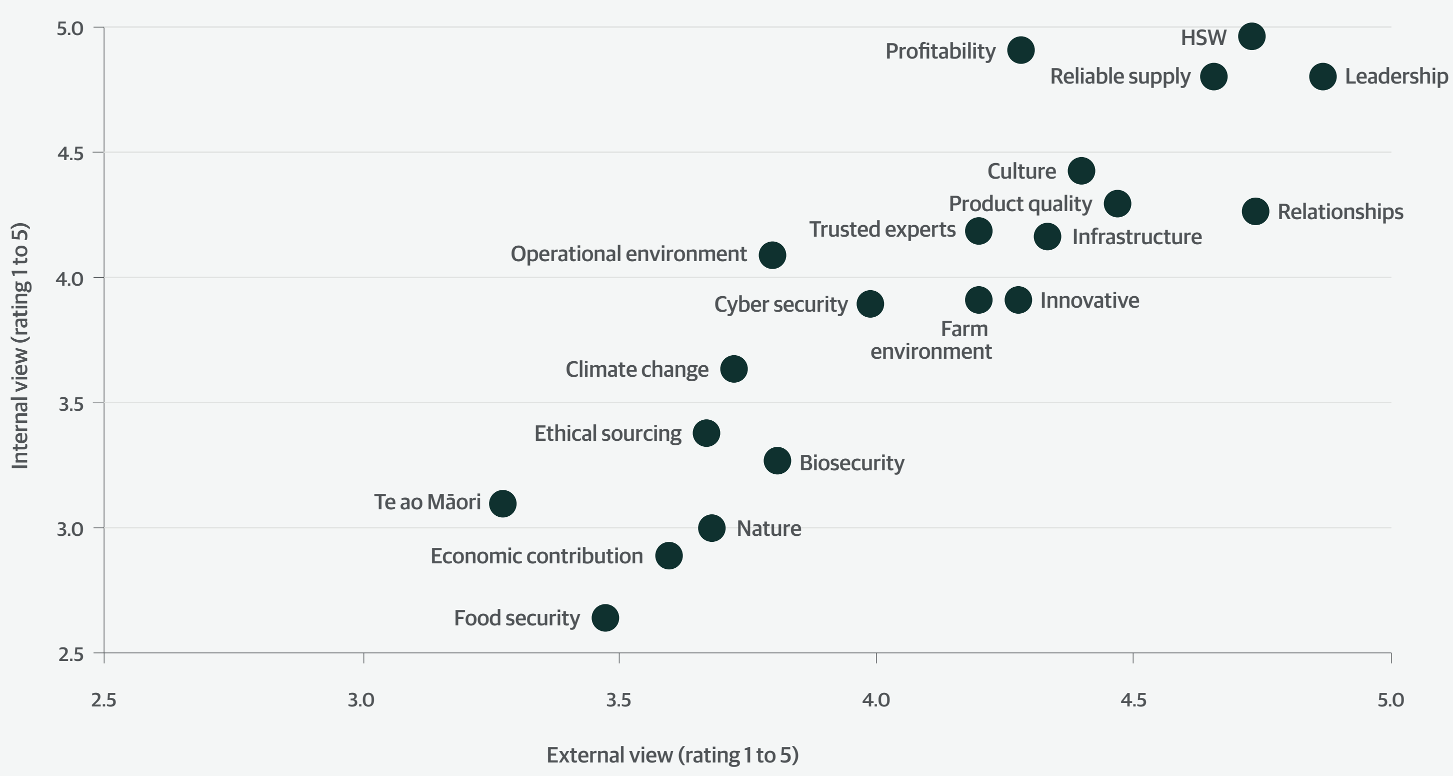
Identifying our priorities

In FY26, Ravensdown undertook an independent materiality assessment to confirm the issues most critical to our long-term value creation and strategic direction. This process provides a disciplined, evidence-based view of where we must focus to deliver for shareholders and respond to stakeholder expectations.

Through surveys and interviews, we engaged with a representative group of internal and external stakeholders assessing the importance of 20 issues, Ravensdown's performance, and their financial impact. This 'double materiality' approach ensures our priorities reflect both business resilience and stakeholder expectations.

The results show clear and consistent priorities. Health, safety and wellbeing, leadership and direction, reliable supply, and co-operative profitability and growth emerged as the most critical issues.

Materiality matrix



These are followed by stakeholder relationships, workplace culture, product quality, infrastructure and trusted expertise as other important priorities.

Encouragingly, there is strong alignment between internal and external views, reinforcing confidence in our strategic direction. Where differences exist, particularly around leadership, relationships and product quality, they provide clear signals on where we must sharpen our focus.

The assessment confirms that Ravensdown's core priorities remain stable, with increased emphasis on leadership, financial performance and resilience in a more uncertain operating environment. These insights directly inform our strategy, capital allocation and performance focus, so we can remain well-positioned to deliver sustainable value.

Governance that keeps us grounded

Good governance gives a co-operative confidence, discipline and direction. Ravensdown's approach is built on accountability, clear oversight and sound judgement, helping the business navigate complexity and stay focused on the needs of shareholders and the future of farming.

The Board and Leadership Team of Ravensdown are committed to maintaining high standards of corporate governance. This section outlines the policies and procedures under which Ravensdown is governed.

Code of Business Conduct

Ravensdown publishes its Code of Business Conduct on the Ravensdown website www.ravensdown.co.nz.

The Code of Business Conduct encompasses Ravensdown's commitment to keep its people safe and to safeguard our culture, placing social and environmental governance at the core of everything we do. It reflects our values and explains the expectations of conduct within our business, and also for our engagement with our customers, suppliers and local communities.

The Code draws together Ravensdown's internal policies and our environmental, social, and governance (ESG) commitments to provide a transparent and evolving Code. To this end, our Code sets out our commitments to human rights, to conducting business fairly, to upholding the principles of Te Tiriti o Waitangi, to community development, to environmental protection and to reducing climate change.

The Board has approved the Code of Business Conduct. The Company Secretary, with the assistance of the Head of Risk, is responsible for recording and evaluating compliance with the Code and reporting all material breaches.

Tanya Botha, Executive Assistant to the Chief Operating Officer

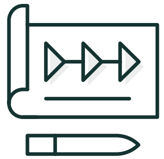
Set out in the Code are details of Ravensdown's Protected Disclosures Policy which encourages employees to report any known or suspected incidents of wrongdoing within the company. Reports can be made internally or to a confidential service operated by Report–it-Now.

Responsibility of the Board of Directors

The Board of Directors is responsible to the shareholders. The Board comprises six elected directors (elected by the shareholders) and three appointed directors (selected by the Board). Its primary objective is to build long-term shareholder value and in doing so act in the best interests of the company.

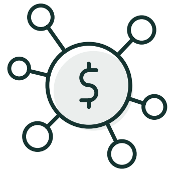
The Board acts as the focal point for, and custodian of, corporate governance by managing its relationship with management, the shareholders, and other stakeholders of Ravensdown, and following sound corporate governance principles.

The Board's role and responsibilities are set out in its Charter. In summary, these are to:



Engage in creating, approving and monitoring the strategic direction and objectives of the company.

Appoint the Chief Executive Officer.



Delegate appropriate authority to the Chief Executive Officer for the day-to-day management of the company.

Approve the company's systems of internal financial control and risk framework, including monitoring and approving budgets, monitoring monthly financial performance and non-financial key performance indicators, and approving rebates.

Select the external auditors and ensure their professional merit and independence.

Composition of the Board

During the past financial year Ravensdown's Board had six shareholder-elected directors and three board-appointed directors. Jane Smith was elected to the Board for the South Island area in September 2025, replacing incumbent director, Nicky Hyslop. Jacqueline Rowarth stood unopposed for her seat in the North Island. At the Annual Meeting in September 2025, shareholders voted in favour of amending Ravensdown's Constitution to remove the director election area system.

Shareholder-elected directors are required to retire after three years in office. Retiring directors are eligible to stand for re-election but cannot generally remain in office for more than 12 years. Elections for the vacant director positions are held each year prior to the Annual Meeting. With the area system removed, transacting shareholders can now nominate director candidates and vote to elect two directors each year, on a nationwide rather than regional basis.

Appointed directors are re-appointed each year after the Annual Meeting and cannot generally remain in office for more than 12 years. Ravensdown's Constitution allows the Board to appoint up to three directors in order to bring additional experience and specialist skills to the Board.

The Chief Executive Officer is not a member of the Board.

Board committees

This year the Board merged the Governance Excellence Committee into the Board Appointments and Remuneration Committee and set up the Health, Safety and Wellbeing Committee. The Capital Structure Review Committee was also replaced with the Co-operative Value Working Group to implement the recommendations of the committee.

All committees report the proceedings of each of their meetings to the full Board.

Audit and Risk Committee

This committee comprises five directors, including the three appointed directors, one of whom is appointed as Chair and has appropriate financial experience and qualifications. The meetings are attended by the Chief Executive Officer and Chief Financial Officer. The external auditor attends by invitation of the Chair along with Ravensdown's Head of Risk and Company Secretary. The committee meets a minimum of four times each year and its objectives are to assist the Board in discharging its responsibilities in relation to:

- audit processes, both internal and external
- financial reporting and controls, including the delegated authority framework
- maintaining oversight of financial systems and controls, including the annual audit process and annual report
- recommending annual draft budgets and rebates to the Board
- risk management, including mitigation assessment, internal controls and insurance
- integrated thinking and reporting.

Board Appointments and Remuneration Committee

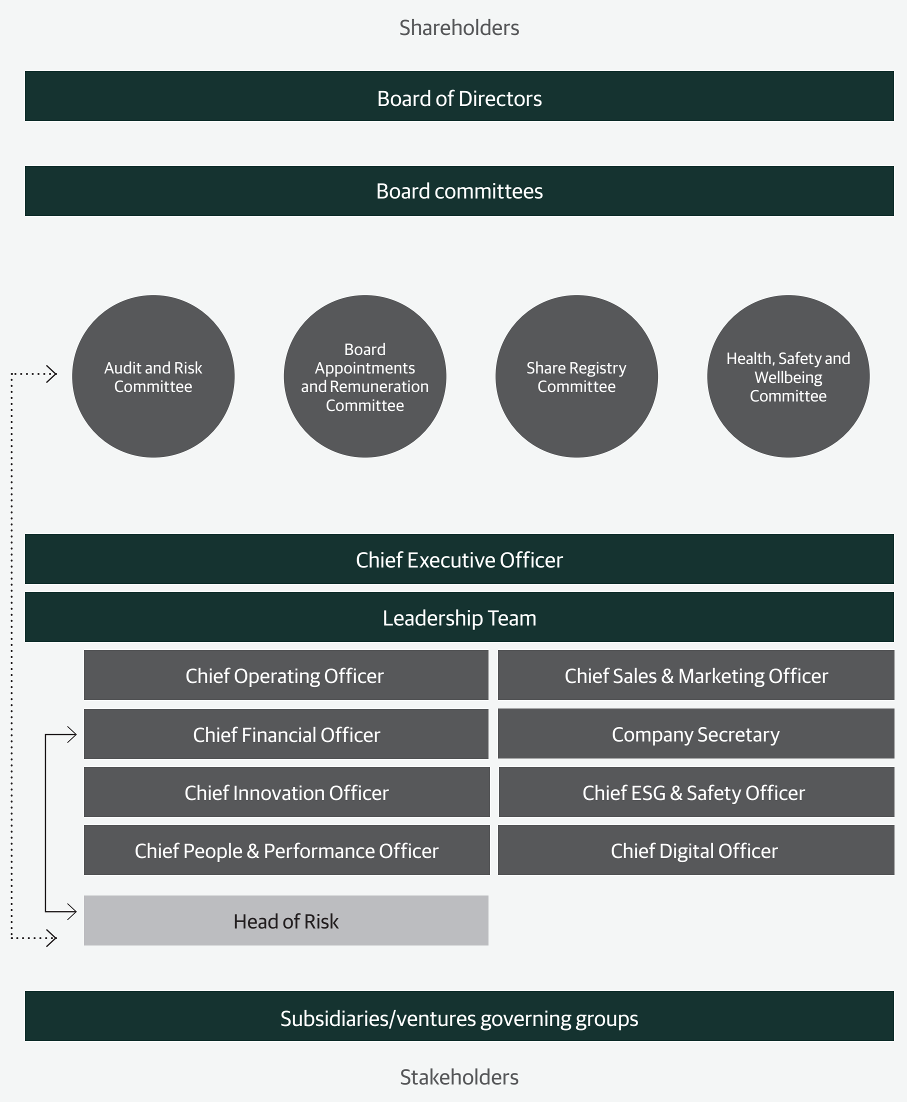
This committee comprises five directors with meetings attended by the Chief Executive Officer and Chief People and Performance Officer (as appropriate).

It meets as required to:

- review the remuneration packages of the Chief Executive Officer and senior managers
- make recommendations in relation to director remuneration and ensure the performance assessment of each director
- make recommendations in relation to appointed directors to the Board
- identify skills required for shareholder-elected directors to inform the director election process.

Remuneration packages are reviewed annually. Independent external surveys and advice are used as a basis for establishing remuneration packages.

Governance structure



Share Registry Committee

This committee comprises three directors and reviews all share surrender applications with delegated authority from the board. It meets as required.

Health, Safety and Wellbeing Committee

This committee comprises three directors and was set up to assist the Board to provide governance of health, safety and wellbeing matters to Ravensdown and provide direction and support to leadership. This includes ensuring compliance with relevant laws and regulations and promotion of a risk aware culture to achieve the positive outcome of work done well.

Capital Structure Review Committee

This committee was disestablished at the end of 2025 and replaced by the Co-operative Value Working Group, which was established to implement the committee's recommendations. The working group comprises representatives from both the Board and management and is chaired by Jane Montgomery.

Governance Excellence Committee

This committee had a final meeting in June 2025 before being merged into the Board Appointments and Remuneration Committee.

Ravensdown follows a comprehensive risk management framework to actively identify, assess and monitor new and existing risks.

Risk governance and management

Roles and responsibilities for risk are outlined in both our Board and Audit and Risk Committee Charters.

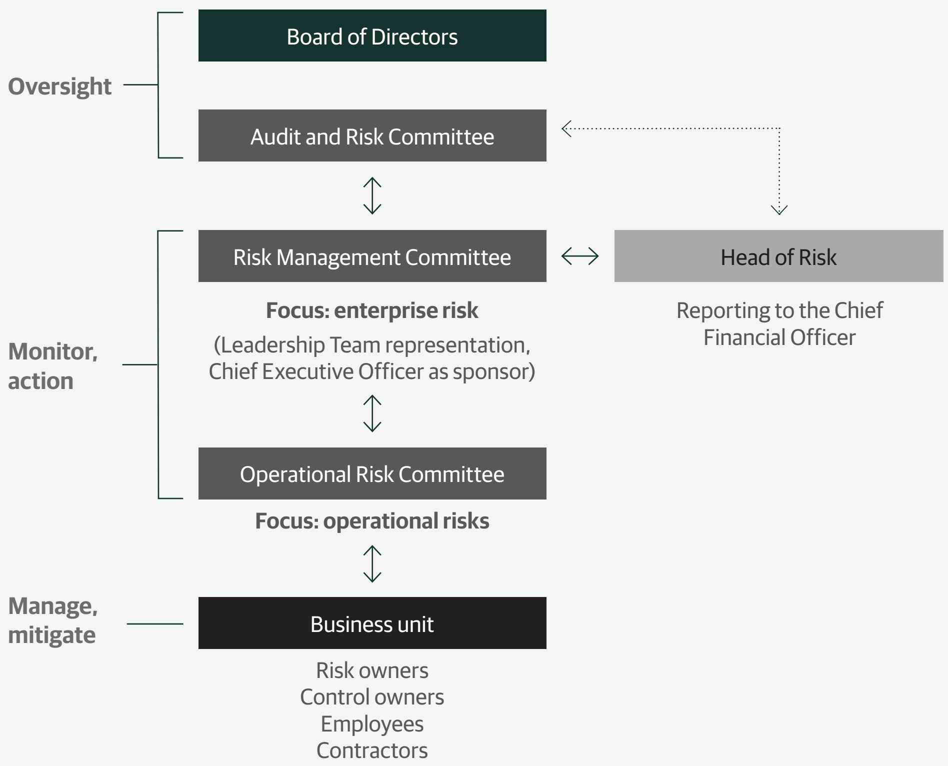
The Board promotes a risk management culture, sets risk appetite, and approves the Risk Management Policy.

The Audit and Risk Committee provides oversight and monitors key enterprise risks by undertaking regular deep dives and actively challenging management assertions.

The Risk Management Committee, made up of our Leadership Team, meets regularly to assess and rate risk and review management activity. The Chief Executive Officer and the Leadership Team are required to report to the Board and the Audit and Risk Committee on all high risks affecting the business, and to develop strategies and controls to mitigate these risks. Additionally, management is responsible for ensuring an appropriate insurance programme is in place and reviewed annually.

The Leadership Team is supported by the Operational Risk Committee which brings together cross-functional leaders to monitor operational risks and ensure they remain within tolerance levels.

The risk governance structure



Business units follow a single, mandated risk management framework which summarises Ravensdown's commitment and approach to risk management. It is reviewed by the Audit and Risk Committee and approved by the Board.

A dedicated Head of Risk facilitates the Leadership Team to discharge risk responsibilities and is in direct contact with the Chair of the Audit and Risk Committee. They also support a strong risk management culture via system documentation, training and advice.

A business continuity framework and associated plans are in place, with scenario testing planned to ensure they are embedded and continuously improved.

Key risks and opportunities

This section provides an overview of the enterprise risks managed via the risk governance system.

Mitigations for each risk

Business interruption: operations

Resilience is built into asset and system investment and business continuity plans are in place. A fire prevention programme in manufacturing. Diversified suppliers and a shipping joint venture minimise supply chain disruption.

Strategic execution

Agility to change strategic direction and decision-making in an uncertain operating environment. A pricing policy that can be adjusted quickly to meet market expectations. Active engagement with regulators and industry participants. Competitor monitoring and response.

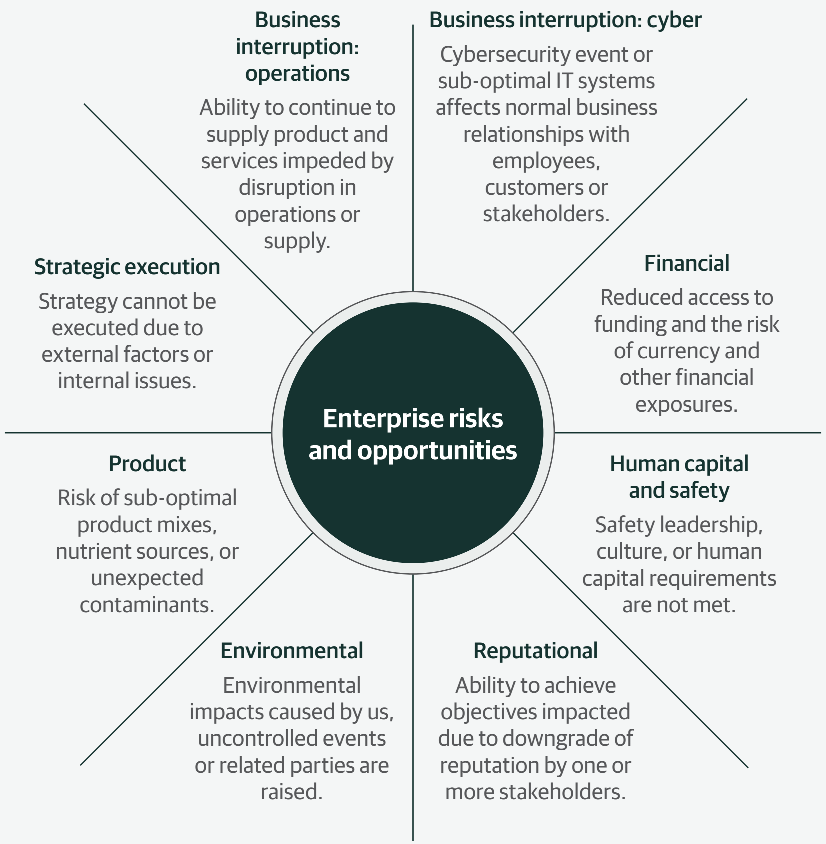
Product

Strategy for sourcing rock is defined. Quality control warning systems and regular laboratory testing are in place. Third party and shipment inspections are performed. Blends have their own controls and checks for compatibility.

Environmental

Monitoring systems and control mechanisms for emissions, biosecurity protocols, use of technology, and research and development processes are employed.

Enterprise risk



Mitigations for each risk

Business interruption: cyber

Regular cybersecurity assessment utilising international security standards with a work plan maintained. Key cyber controls and penetration testing performed to assess system resilience.

Financial

Strong banking relationships and open communication maintained. Foreign currency hedging and a strong treasury policy in place and audited regularly. Regular forecasting, capital planning controls, and strong cost management to maintain financial integrity.

Human capital and safety

Restructuring change management processes, employee support services, and talent retention protocols in place. Safety and wellbeing processes include visible leadership, critical risk management, systems, and assurance.

Reputational

Code of Business Conduct and human rights impact assessment are in place with supply transition projects underway.

External auditor independence

To ensure that the independence of the external auditor is maintained, the Board has robust safeguards in place and has agreed that the external auditor should not provide any services which could affect its ability to perform the audit impartially. This is monitored by the Audit and Risk Committee which also reviews the quality and effectiveness of the external auditor.

Directors' meetings

The following tables set out the number of meetings and attendance for the Board and standing committees throughout FY26.

Board attendance

Board

Director		Eligible to attend	Present	Absent
Bruce Wills (current Chair)		10	10	
David Biland		10	10	
Tony Carter		10	9	1
Mike Davey		10	10	
Katherine Faulks		10	10	
Nicola Hyslop	Left 24 Sept 2025	2	2	
Jane Montgomery		10	10	
Jacqueline Rowarth		10	10	
Jane Smith	Joined 24 Sept 2025	8	8	
Graham Stuart		10	10	

Audit and Risk Committee

Director		Eligible to attend	Present	Absent
Graham Stuart (current Chair)		6	6	
David Biland		6	6	
Tony Carter		6	5	1
Nicola Hyslop	Left 24 Sept 2025	3	3	
Jane Montgomery	Joined 24 Sept 2025	3	3	
Bruce Wills		6	5	1

Share Registry Committee

Director		Eligible to attend	Present	Absent
Mike Davey (current Chair)		1	1	
Katherine Faulks		1	1	
Jane Montgomery	Left 24 Sept 2025	0	0	
Jane Smith	Joined 24 Sept 2025	1	1	

Board Appointments and Remuneration Committee

Director		Eligible to attend	Present	Absent
David Biland (current Chair)		2	2	
Nicola Hyslop	Left 24 Sept 2025	1	1	
Bruce Wills		2	2	
Jane Montgomery		2	2	
Jacqueline Rowarth		2	2	
Jane Smith	Joined 24 Sept 2025	1	0	1

Capital Structure Review Committee

(now replaced by the Co-operative Value Working Group)

Director		Eligible to attend	Present	Absent
Graham Stuart (former Chair)		4	4	
Tony Carter		4	4	
Katherine Faulks		4	4	
Jane Smith	Joined 23 Oct 2025	2	2	

Health, Safety and Wellbeing Committee

Director		Eligible to attend	Present	Absent
Kate Faulks (current Chair)	Joined 18 Jul 2025	5	5	
David Biland	Joined 18 Jul 2025	5	5	
Graham Stuart	Joined 18 Jul 2025	5	5	

Statutory information

Directors

The Directors of Ravensdown Limited as at 31 May 2026 were as follows:

- Bruce Wills (Chair)
- David Biland (Deputy Chair)
- Tony Carter
- Mike Davey
- Jane Montgomery
- Jacqueline Rowarth
- Graham Stuart
- Kate Faulks
- Jane Smith

Directors and remuneration

Remuneration and benefits received by Directors or former Directors of Ravensdown Limited during the year were as follows:

Director	Total remuneration and value of other benefits received
Bruce Wills (Chair)	$191,604
David Biland (Deputy Chair)*	$108,926
Graham Stuart (Chair, Audit & Risk Committee)	$104,352
Nicola Hyslop (Chair, Board Appointments & Remuneration Committee)**	$28,910
Jane Montgomery	$87,102
Jacqueline Rowarth	$87,102
Tony Carter	$87,102
Mike Davey	$87,102
Kate Faulks (Chair, Health, Safety & Wellbeing Committee)	$87,979
Jane Smith***	$60,208

** David Biland was appointed Chair of the Board Appointments & Remuneration Committee effective 26 September 2025.*

*** Nicola Hyslop retired from the Board effective 25 September 2025.*

**** Jane Smith joined the Board effective 25 September 2025.*

Entries recorded in the Interests Register

Per Section 140(2) of the Companies Act 1993, the Directors gave the following general disclosures of interests that they are directors or members of the following named organisations as at 31 May 2026:

Director	Position	Entity Name
Bruce Wills	Director/Shareholder	Trelinnoe Limited
	Director	FMG Insurance Limited
	Chair	Biodiversity Hawkes Bay
	Chair	SFFF JV in relation to Ruminant Biotech
	Director	New Zealand Phosphate Company Limited
	Director	Fertiliser Association of New Zealand
	Chair	Mt Cook Alpine Salmon SFFF (Project Nautilus)
	Guardian of the Circle	The Aotearoa Circle
	Chair	Sheep of the Future SFFF
	Chair	Agricultural and Horticultural Product Leaders' Forum
David Biland	Director/Shareholder	Hughland Limited
	Director/Shareholder	AIFA GP Limited
	Trustee	The Davinzi Trust
	Member – Advisory Board BEL Group	Bel Group Limited
	Advisory Board Chair	N. T Wealleans Limited, its subsidiaries and joint ventures (Wealleans Group)
Jacqueline Rowarth	Shareholder	Scott Holdings (Tirau) Limited
	Shareholder	Knewe Biosystems NZ Limited
	Director/Shareholder	Oraka Farming Limited
	Director/Shareholder	S & R Deerco Limited
	Indirect Shareholder via Scott Holdings (Tirau) Limited	Fonterra Co-operative Group Limited
	Indirect Shareholder via Scott Holdings (Tirau) Limited	Silver Fern Farms Co-operative Limited
	Indirect Shareholder via Scott Holdings (Tirau) Limited	Livestock Improvement Corporation
	Director	DairyNZ Limited
	Trustee	Lake Okoroire Limited
	Adjunct Professor	Lincoln University
	Chair	New Zealand Grassland Trust
	Member of Scientific Council	World Farmers' Organisation
Jane Montgomery	Director/Indirect Shareholder	Gower Brae Limited
	Director/Shareholder	Kotare Headwaters Limited
	Indirect Shareholder via Gower Brae Limited	Farmlands Co-operative Society Limited
	Chair	Future of Fibre Aotearoa
Mike Davey	Trustee	T.E.T. Trust
	Shareholder	Ravensdown Limited
	Trustee	Taranaki Health Foundation
	Councillor	Taranaki Regional Council
	Financial Member	Federated Farmers NZ
Tony Carter	Chair	Datacom Limited
	Chair	MyFoodBag Limited
	Chair	TR Group Limited
	Chair	The Interiors Group Limited
	Chair	Skin Institute Limited
	Director	The Warehouse Group
	Director/Shareholder	Loughborough Investments Limited
	Director/Shareholder	TALSC 6 Limited
	Director/Indirect Shareholder	Avonhead Mall Limited
	Advisor	Capital Solutions Limited
	Advisor	Capital Training Limited
	Trustee	Maurice Carter Charitable Trust
	Trustee	Anthony Carter Family Trust No 2
	Trustee	Tony and Frances Carter Family Trust
	Director	Sanford Limited

Director	Position	Entity Name
Graham Stuart	Director/Shareholder	Leroy Holdings Limited
	Director/Chair	Northwest Healthcare Properties Management Limited
	Director	New Zealand Dairy Goat Co-Operative (N.Z) Limited
	Director	VinPro Limited
	Independent Director/Chair	Milkio Limited
	Trustee	University of Otago Foundation
Kate Faulks	Director/Shareholder	Altavady Limited
	Director/Shareholder	Glenkerry Farm Limited
	Indirect Shareholder via Glenkerry Farm Limited	Fonterra Co-operative Group Limited
	Indirect Shareholder via Glenkerry Farm Limited	Livestock Improvement Corporation
	Indirect Shareholder via Altavady Limited	Farmlands Co-operative Society Limited
	Indirect Shareholder via Altavady Limited	Silver Fern Farms Co-operative Limited
	Member	North Otago Sustainable Land Management Group

Director	Position	Entity Name
Jane Smith	Director/Shareholder	Newhaven Farms Limited
Commenced September 2025	Director/Indirect Shareholder	Fossil Creek Angus Limited
	Director/Shareholder	Livingstone Creek Farming Limited
	Indirect Shareholder (via Newhaven Farms Limited)	Farmlands Co-operative Society Limited
	Member	North Otago Sustainable Land Management Group
	Member	Methane Science Accord
	Member	Perendale Sheep Society New Zealand
	Member	AngusNZ
	Indirect Shareholder (via Fossil Creek Angus Limited)	Silver Fern Farms Co-operative Limited
	Member	Global Farmer Round Table
Nicola Hyslop	Director/Shareholder	Levels Estate Company Limited
	Director	Beef + Lamb New Zealand Limited
	Director	New Zealand Meat Board
	Director	Meat and Wool Trust Limited
	Independent Chair	Hunter Dairies Limited
	Indirect Shareholder via Level Estate Company Limited	Farmland Co-operative Society Limited
	Indirect Shareholder via Level Estate Company Limited	Silver Fern Farms Co-operative Limited
	Member	Agriculture Emission Centre – Stakeholder Advisory Group
	Director	Ravensdown Ventures Limited
	Council Observer	Meat Industry Association
	Indirect Shareholder	Meadows Road Partners Limited
	Director/Shareholder	Hyslop Consulting Limited
	Director and Indirect Shareholder (via Levels Estate Company Limited)	Mosaic Farming Limited

Related party transactions

Like most co-operative companies, Ravensdown Limited has frequent transactions with its farming Directors in the ordinary course of business. All transactions with the Directors are carried out on a commercial basis, and the Board does not receive advance notice of price changes. Directors are notified of price changes at the same time as all shareholders.

Share dealings of Directors

None of the Directors have acquired or disposed of any shares other than through the normal quota shareholding process.

Directors' indemnity or insurance

The company has arranged policies of liability insurance and an indemnity for the Directors and company executives.

Loans to Directors

There were no loans by Ravensdown to Directors.

Use of company information

No notices from any Director were received by the Board during the year requesting use of company information received in their capacity as Directors which would not otherwise have been available to them.

Donations

There were donations totalling $125 made to various charities during the year (2025: Nil).

Employees' remuneration

Remuneration	No. of Employees
$100,000 – $109,999	54
$110,000 – $119,999	56
$120,000 – $129,999	49
$130,000 – $139,999	52
$140,000 – $149,999	28
$150,000 – $159,999	32
$160,000 – $169,999	24
$170,000 – $179,999	21
$180,000 – $189,999	16
$190,000 – $199,999	10
$200,000 – $209,999	12
$210,000 – $219,999	9
$220,000 – $229,999	3
$230,000 – $239,999	4
$240,000 – $249,999	1
$250,000 – $259,999	6
$260,000 – $269,999	2
$270,000 – $279,999	6
$290,000 – $299,999	3
$300,000 – $309,999	1
$310,000 – $319,999	1
$320,000 – $329,999	4
$330,000 – $339,999	1
$350,000 – $359,999	1
$370,000 – $379,999	1
$390,000 – $399,999	1
$430,000 – $439,999	1
$460,000 – $469,999	2
$490,000 – $499,999	1
$550,000 – $559,999	1
$580,000 – $589,999	1
$600,000 – $609,999	1
$710,000 – $719,999	1
$800,000 – $809,999	1
$1,560,000 – $1,569,999	1

Employees' remuneration includes salary, performance incentives and employer's contribution to superannuation and health schemes earned in their capacity as employees during the financial year. Company vehicles are provided to some employees and are included in the remuneration figures.

Subsidiaries

Persons holding office as Directors of Ravensdown Limited's wholly owned subsidiaries as at 31 May 2026 were as follows:

Subsidiary	Directors
Ravensdown Aerowork Limited	Garry Diack
	Mike Whitty
	Michael Fransham
Ravensdown Ventures Limited	Tony Balfour
	Garry Diack
	Nicola Hyslop
Analytical Research Laboratories Limited	Jasper van Halder
Ravensdown Development Limited	Jasper van Halder
Ravensdown Australian Holdings Limited	Anna Stewart
	Kevin Cooney
EcoPond Limited	Jasper van Halder
	Elliot Mercer

Except for Mike Fransham, Nicola Hyslop and Tony Balfour, all of the current Directors are employees of Ravensdown Limited, Ravensdown Ventures Limited or EcoPond Limited. These are the only general disclosures of interest by each Director of Ravensdown Limited's subsidiaries as at 31 May 2026, pursuant to s 140(2) of the Companies Act 1993.

Mike Fransham has received remuneration of $40,000 during the financial year.

Tony Balfour has received remuneration of $30,000 during the financial year.

Nicola Hyslop has received remuneration of $30,000 in her role as a director of Ravensdown Ventures Limited during the financial year.

Nicola also received $28,000 in her role as a Ravensdown director during FY26.

Financial statements

This section contains Ravensdown's audited consolidated financial statements for the year ended 31 May 2026, including the Directors' Declaration, notes to the financial statements, and Independent Auditor's Report. The financial statements provide a detailed view of Ravensdown's financial performance, financial position, cash flows, equity movements, key accounting judgements, and financial risk disclosures, and should be read alongside the broader Integrated Report for context on the year's performance.

Directors' Declaration

The Board of Directors of Ravensdown Limited is pleased to present to shareholders the financial statements for Ravensdown Limited and its subsidiaries (together Ravensdown) and Ravensdown's interest in associates and joint ventures for the year ended 31 May 2026.

In the opinion of the Directors, the financial statements and notes on pages 64-105:

- comply with New Zealand Generally Accepted Accounting Practice ("GAAP") and give a true and fair view of the financial position of Ravensdown as at 31 May 2026 and the results of its operations and cash flows for the year ended on that date; and
- have been prepared using appropriate accounting policies, which have been consistently applied and supported by reasonable judgements and estimates.

The Directors believe that proper accounting records have been kept which enable, with reasonable accuracy, the determination of the financial position of Ravensdown and facilitate compliance of the financial statements with the Financial Markets Conduct Act 2013.

The Directors consider that they have taken adequate steps to safeguard the assets of Ravensdown, and to prevent and detect fraud and other irregularities. Internal control procedures are also considered to be sufficient to provide a reasonable assurance as to the integrity and reliability of the financial statements.

The Board does not consider that there has been any change during the year ended 31 May 2026 in the nature of Ravensdown's business or the classes of business in which Ravensdown has an interest.

For and on behalf of the Board of Directors:

Bruce Wills	**Graham Stuart**
Chair	Chair, Audit & Risk Committee

Date: 31 July 2026

Contents

Consolidated Income Statement

For the year ended 31 May

In thousands of New Zealand dollars	Note	2026	2025
Continuing operations			
Revenue from contracts with customers	A1	915,267	747,913
Insurance proceeds	A1	1,915	16,030
Rebates to shareholders	C1	(13,993)	–
Revenue after rebates to shareholders		**903,189**	**763,943**
Cost of sales		(776,096)	(676,626)
Gross profit		**127,093**	**87,317**
Sales and marketing expenses		(39,659)	(34,927)
Administrative expenses		(47,268)	(47,988)
Other operating expenses		(3,729)	(2,784)
Operating expenses		**(90,656)**	**(85,699)**
Finance income		1,322	1,456
Finance expenses		(7,653)	(9,446)
Net finance costs	A2	**(6,331)**	**(7,990)**
Share of profit of equity accounted investees (after tax)	D2	5,951	4,356
Profit/(loss) before income tax		**36,057**	**(2,016)**
Income tax expense	A4	(6,038)	(3,378)
Profit/(loss) for the year attributable to equity holders		**30,019**	**(5,394)**

Non-GAAP Presentation for Continuing Operations

Revenue from contracts with customers and insurance proceeds		917,182	763,943
Cost of sales		(776,096)	(676,626)
Gross profit before rebates		**141,086**	**87,317**
Profit/(loss) before income tax		**36,057**	**(2,016)**
Rebates to shareholders		13,993	-
Profit/(loss) before rebates and income tax		**50,050**	**(2,016)**

The notes to the financial statements form an integral part of these financial statements.

Consolidated Statement of Other Comprehensive Income

For the year ended 31 May

In thousands of New Zealand dollars	Note	2026	2025
Profit/(loss) for the year		**30,019**	**(5,394)**
Items that will not be reclassified subsequently to profit or loss			
Revaluation of property, plant and equipment		14,365	(3,847)
Net change in fair value of other investments	A4	(42)	–
Related tax	A4	**(3,220)**	**(3,220)**
Items that may be reclassified subsequently to profit or loss			
Foreign currency translation differences for foreign operations	A4	(869)	1,499
Net change in fair value of cash flow hedges	A4	7,540	13,697
Related tax	A4	(2,215)	(3,749)
Other comprehensive income for the year		**15,559**	**4,380**
Total comprehensive income/(loss) for the year		**45,578**	**(1,014)**

The notes to the financial statements form an integral part of these financial statements.

Consolidated Statement of Financial Position

As at 31 May

In thousands of New Zealand dollars	Note	2026	2025
Assets			
Cash and cash equivalents	C5	6,498	4,997
Trade and other receivables	C2	113,959	97,208
Inventories	B4	147,616	127,893
Derivative financial assets	C2	1,386	4,324
Current tax assets		1,626	1,404
Assets held for sale	B6	1,591	2,518
Total current assets		**272,676**	**238,344**
Property, plant and equipment	B1	407,923	389,310
Intangible assets	B2	14,194	15,299
Mining deposits	B3	2,471	2,605
Right of use assets	B5	12,607	10,418
Investments in equity accounted investees	D2	32,440	36,782
Other Investments	D5	10,246	6,533
Total non-current assets		**479,881**	**460,947**
Total assets		**752,557**	**699,291**

The notes to the financial statements form an integral part of these financial statements.

Consolidated Statement of Financial Position
continued

As at 31 May

In thousands of New Zealand dollars	Note	2026	2025
Liabilities			
Trade and other payables	C2	53,764	69,472
Employee entitlements	A3	13,259	12,207
Lease liabilities	C3	2,731	2,674
Loans and borrowings	C6	39,387	25,527
Provision for rebate	C1	8,514	-
Derivative financial liabilities	C2	4,435	3,007
Total current liabilities		**122,090**	**112,887**
Deferred tax liabilities	A4	28,187	19,790
Lease liabilities	C3	6,797	4,185
Other non-current liabilities		–	1,039
Total non-current liabilities		**34,984**	**25,014**
Total liabilities		**157,074**	**137,901**
Net assets		**595,483**	**561,390**
Equity			
Co-operative shares	C7	308,394	316,517
Reserves		109,417	99,613
Retained earnings		177,672	145,260
Total equity		**595,483**	**561,390**

The notes to the financial statements form an integral part of these financial statements.

Consolidated Statement of Cash Flows

For the year ended 31 May

In thousands of New Zealand dollars	Note	2026	2025
Cash flows from operating activities			
Cash receipts from customers		891,707	738,577
Insurance proceeds		4,969	35,081
Dividends received		9,114	6,848
Payments to suppliers and employees		(867,794)	(677,364)
Income tax refunded		140	66
Net cash flows from operating activities	C5	**38,136**	**103,208**
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		827	13,229
Net movements in loans provided to equity accounted investees		307	79
Acquisition of property, plant and equipment		(26,967)	(36,274)
Acquisition of other non-current assets		(2,938)	(2,084)
Acquisition of other investments		(3,756)	(3,760)
Net cash flows (used in) investing activities		**(32,527)**	**(28,810)**
Cash flows from financing activities			
Interest received		1,322	1,456
Proceeds from issue of share capital		18	14
Interest paid		(7,275)	(9,043)
Repayment of principal and interest on lease liabilities		(3,932)	(4,304)
Repayment of share capital		(8,141)	(8,532)
Net movements in loans and borrowings		13,900	(51,000)
Net cash flows (used in) financing activities		**(4,108)**	**(71,409)**
Net increase in cash and cash equivalents		1,501	2,989
Cash and cash equivalents at 1 June		4,997	2,008
Cash and cash equivalents at 31 May		**6,498**	**4,997**

The notes to the financial statements form an integral part of these financial statements.

Consolidated Statement of Changes in Equity

For the year ended 31 May

In thousands of New Zealand dollars	Note	Co-operative shares	Translation reserve	Hedging reserve	Revaluation reserve	Share allotment reserve	Retained earnings	Total equity
Balance at 1 June 2024		**325,035**	**(1,087)**	**(31)**	**109,646**	**–**	**145,953**	**579,516**
Profit for the year attributable to equity holders		–	–	–	–	–	(5,394)	(5,394)
Foreign currency translation differences for foreign operations, net of tax		–	1,499	–	–	–	–	1,499
Revaluation of property, plant and equipment, net of tax		–	–	–	(7,067)	–	–	(7,067)
Revaluation reserve transferred to retained earnings on disposal of property, plant and equipment, net of tax		–	–	–	(4,701)	–	4,701	–
Net change in fair value of cash flow hedges, net of tax		–	–	9,948	–	–	–	9,948
Total comprehensive income for the year		**–**	**1,499**	**9,948**	**(11,768)**	**–**	**(693)**	**(1,014)**
Hedging (gains)/losses transferred to the cost of inventory, net of tax		–	–	(8,594)	–	–	–	(8,594)
Total contributions by and distributions to equity holders	C7	(8,518)	–	–	–	–	–	(8,518)
Balance at 31 May 2025		**316,517**	**412**	**1,323**	**97,878**	**–**	**145,260**	**561,390**
Balance at 1 June 2025		**316,517**	**412**	**1,323**	**97,878**	**–**	**145,260**	**561,390**
Profit for the year attributable to equity holders		–	–	–	–	–	30,019	30,019
Foreign currency translation differences for foreign operations, net of tax		–	(869)	–	–	–	–	(869)
Revaluation of property, plant and equipment, net of tax		–	–	–	11,145	–	–	11,145
Revaluation reserve transferred to retained earnings on disposal of property, plant and equipment, net of tax		–	–	–	(2,393)	–	2,393	–
Net change in fair value of cash flow hedges, net of tax		–	–	5,325	–	–	–	5,325
Net change in fair value of other investments, net of tax		–	–	–	(42)	–	–	(42)
Total comprehensive income for the year		**–**	**(869)**	**5,325**	**8,710**	**–**	**32,412**	**45,578**
Hedging (gains)/losses transferred to the cost of inventory, net of tax		–	–	(8,840)	–	–	–	(8,840)
Total contributions by and distributions to equity holders	C7	(8,123)	–	–	–	–	–	(8,123)
Rebate shares to be allocated	C1	–	–	–	–	5,478	–	5,478
Balance at 31 May 2026		**308,394**	**(457)**	**(2,192)**	**106,588**	**5,478**	**177,672**	**595,483**

Explanation of Reserves

Foreign Currency Translation Reserve

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations as well as from the translation of Ravensdown's net investment in foreign operations.

Hedging Reserve

The hedging reserve records the portion of the gain or loss on a hedging instrument in a cash flow hedge that is determined to be an effective hedge relationship.

Revaluation Reserve

The revaluation reserve relates to the revaluation of freehold land and buildings in accordance with accounting policies stated in note B1 and other investments as stated in D5.

Share Allotment Reserve

The share allotment reserve relates to the rebate shares to be allocated to shareholders who hold less than the quota shareholding as determined by the Board.

The notes to the financial statements form an integral part of these financial statements.

About this report

In this section

The notes to the consolidated financial statements include information which is considered relevant and material to assist the reader in understanding the financial performance and position of Ravensdown. Information is considered relevant and material if:

- the amount is significant because of its size and nature;
- it is important for understanding the results of Ravensdown;
- it helps to explain changes in Ravensdown's business; or
- it relates to an aspect of Ravensdown's operations that is important to future performance.

Reporting Entity

The parent company, Ravensdown Limited is a company domiciled in New Zealand, registered under the Companies Act 1993 and the New Zealand Co-operative Companies Act 1996. The company is a FMC Reporting Entity under the Financial Markets Conduct Act 2013 and prepares its financial statements in accordance with this Act.

These consolidated financial statements are for Ravensdown Limited and its subsidiaries (together referred to as "Ravensdown") and Ravensdown's interests in associates and joint ventures as at and for the year ended 31 May 2026.

Ravensdown is primarily involved in the supply of inputs and services to the agricultural sectors in New Zealand and is a profit-oriented entity.

Basis of Preparation

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("GAAP"). They comply with New Zealand International Financial Reporting Standards ("NZ IFRS"), and other applicable Financial Reporting Standards, as appropriate for profit-oriented entities. The financial statements also comply with International Financial Reporting Standards ("IFRS").

Certain comparatives have been re-presented to conform with the current period's presentation. There has been no impact on comprehensive income, cash flows, or equity.

Going concern basis of accounting

The consolidated financial statements have been prepared on a going concern basis which assumes that Ravensdown will be able to discharge its liabilities as and when they fall due. Ravensdown recognised a net profit after tax of $30 million for the year ended 31 May 2026.

The financial statements are presented in New Zealand dollars rounded to the nearest thousand. The financial statements were authorised for issue by the directors on 31 July 2026.

Foreign Currency

Transactions in foreign currencies are translated at the exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated at the exchange rate at that date. Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated at the exchange rate at the date that the fair value was determined.

About this report
continued

Critical Judgements and Estimates

In the process of applying Ravensdown's accounting policies and the application of accounting standards, Ravensdown has made a number of judgements and estimates. These estimates and underlying assumptions are based on historic experience and various other factors that are considered to be appropriate under the circumstances. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an on-going basis. The New Zealand Primary Industries are experiencing and adapting for change including for environment, technology-use and on-farm economics reasons that have implications for the cash generated by our assets and consequently the value at which we carry them in our financial statements. Increase in value for land and buildings, non-financial assets and assets held for sale are disclosed accordingly.

Judgements and estimates which are considered material to understanding the performance of Ravensdown are found in the following notes:

Property, Plant and Equipment	Note B1
Impairment of non-financial assets	Note B1
Inventories	Note B4

Measurement System

The financial statements have been prepared on the historical cost basis except for the following:

- derivative financial instruments are measured at fair value,
- other investments designated as Fair Value through Other Comprehensive Income (FVOCI) are measured at fair value,
- certain items of property, plant and equipment are revalued in accordance with Ravensdown's policy of revaluation or impaired through changes in value in use, or
- assets held for sale are measured at the lower of fair value less costs to sell and carrying value.

Accounting Policies

The accounting policies set out in these financial statements have been applied consistently in all periods presented in these financial statements. Other accounting policies that are relevant to understanding the financial statements are provided within the notes to the financial statements.

New Accounting Standards

NZ IFRS 18 will replace NZ IAS 1 Presentation of Financial Statements for annual reporting periods beginning on or after 1 January 2027. Ravensdown is still in the process of assessing the impact of the new accounting standard, particularly with respect to the structure of Ravensdown's consolidated income statement, the statement of cash flows, and the additional disclosures required for management-defined performance measures (MPMs). The new standard will be adopted by Ravensdown in the 2028 financial statements.

About this report
continued

Non-GAAP financial information policy

For internal reporting to the Board, the Audit and Risk Committee and external reporting to its stakeholders, the Group uses certain non-GAAP financial measures alongside its NZ IFRS results to provide additional insight into the Group's underlying performance. These measures relate to gross profit before rebates and profit before tax and rebates, which are not specified or defined under NZ IFRS. These are disclosed on the Consolidated Income Statement.

The Directors believe that these non-GAAP measures, which are not considered to be a substitute for or superior to NZ IFRS measures, provide stakeholders with additional useful information on the underlying performance of the Group. Management uses these non-GAAP financial information measures consistently from period to period for financial reporting and each of these measures has been reconciled to the audited IFRS measure as outlined on the Consolidated Income Statement.

Basis of Consolidation

Ravensdown's financial statements comprise the financial statements of Ravensdown Limited and its subsidiaries (being entities controlled by Ravensdown Limited), as contained in note D1 Subsidiaries.

The financial statements of members of Ravensdown are prepared for the same reporting period as Ravensdown Limited, using consistent accounting policies.

In preparing Ravensdown's financial statements, intra-group balances, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with equity accounted investees are eliminated against the investment to the extent of Ravensdown's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

A. Financial performance

In this section

This section explains the financial performance of Ravensdown, providing additional information about individual items in the income statements, including:

a) Accounting policies, judgements and estimates that are relevant for understanding items recognised in the income statements; and

b) Analysis of Ravensdown's performance for the year by reference to key areas including: rebates, expenses and taxation.

A1. Revenue

Measurement and Recognition

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. Ravensdown recognises revenue from the sale of goods at the point when it transfers control of the goods over to the customer, which is when the goods are picked up by the customer or upon shipment of the goods to the customer. Where Ravensdown delivers product directly to customers, Ravensdown is responsible for care of the product until it is delivered. This is a performance obligation of Ravensdown, and therefore revenue for delivery is recognised gross in revenue, and costs of delivery are recognised within cost of sales. For services, Ravensdown recognises revenue over time using an input method to measure progress towards completing the satisfaction of the service.

Insurance claim reimbursements from an insurer are recognised as a receivable when there is virtual certainty that income under the claim will be received. The insurer has accepted claims exist for business interruption, material damage and stock loss in relation to prior year fire and cyclone events. The income receivable is measured based on management's best estimate as at 31 May, there are a number of assumptions and judgements in estimating the amount receivable as the final amount will be determined based on factors that are still uncertain (such as determining losses incurred or costs to repair buildings). Payments made to date are on account, and the insurer retains their right to adjust the payments made to reflect the final extent and amount of the claims.

Disaggregation of Revenue

Set out below is the disaggregation of Ravensdown's revenue:

	2026	2025
Revenue from contracts with customers	915,267	747,913
Insurance proceeds	1,915	16,030
Revenue before rebates to shareholders	**917,182**	**763,943**
Rebates	(13,993)	–
Revenue after rebates to shareholders	**903,189**	**763,943**

Insurance proceeds include recoveries relating to the claim for the fire and flood damage to the Napier manufacturing site during the 2023 financial year as well as the flood damage to the Napier laboratory. The final settlement for the fire MDBI claim was $32 million with all cash received by the end of the 2026 year. The total amount of insurance claims outstanding at 31 May 2026 was $122,000 (2025: $3.5 million) (note C2).

A. Financial performance
continued

A2. Finance Income and Expenses

	2026	2025
Interest income	1,322	1,456
Finance income	1,322	1,456
Interest expense on financial liabilities measured at amortised cost	(7,275)	(9,043)
Interest on lease liabilities	(378)	(403)
Finance expense	(7,653)	(9,446)
Net finance costs	**(6,331)**	**(7,990)**

Measurement and Recognition

Finance income includes interest income on funds invested and deferred payment arrangements. Interest income is recognised as it accrues, using the effective interest method.

Finance expenses comprise interest expense on borrowings and the interest component of lease payments. All borrowing costs other than those relating to hedging instruments are recognised in profit or loss using the effective interest method.

A3. Personnel Expenses

	2026	2025
Wages and salaries	75,896	75,227
Superannuation - defined contribution	4,330	4,132
Increase in liability for long-service leave	287	141
Total personnel expenses	**80,513**	**79,500**
Transactions with entities that key management personnel have an interest		
Sales of goods and services	1,458	1,582
Purchases of goods and services	(7,428)	(5,293)
Closing receivables	247	230
Key management personnel compensation comprised:		
Employee benefits	5,709	4,273
Directors' fees	930	905
Superannuation contributions	370	316

Measurement and Recognition – Employee Benefits

Provision is made for benefits owing to employees in respect of wages and salaries, annual leave, long service leave, redundancy and short term and long term employee incentives for services rendered. Provisions are recognised when it is probable they will be settled and can be measured reliably. They are carried at the remuneration rate expected to apply at the time of settlement. Obligations for contributions to defined contribution pension plans are recognised as an expense in profit or loss when they are due.

There is a Defined Contribution superannuation scheme that employees are entitled to join where Ravensdown matches their contributions up to specified limits.

Key management personnel are Ravensdown's Leadership Team and the Ravensdown Limited Board of Directors. Close family members of key management personnel have also been included within the transactions with key management personnel. Close family members are defined as their spouse or domestic partner and their respective children. All transactions with key management personnel were carried out on a commercial basis.

The Board of Directors do not receive superannuation contributions as part of their remuneration package.

A. Financial performance
continued

A4. Taxation

Income Tax Expense Recognised in the Income Statement	**2026**	**2025**
Current tax expense/(benefit)		
Current period tax charge	15,927	(2,353)
Adjustment for prior periods	1,086	(3)
	17,013	(2,356)
Deferred tax expense		
Origination and reversal of temporary differences	(9,824)	5,001
Adjustment for prior periods	(1,151)	733
	(10,975)	5,734
Total income tax expense	**6,038**	**3,378**
Reconciliation of tax expense		
Profit/(loss) – continuing operations	30,019	(5,394)
Total income tax expense – continuing operations	6,038	3,378
Profit/(loss) before tax	**36,057**	**(2,016)**
Income tax using the Company's domestic tax rate of 28%	10,134	(564)
Non deductible/(non taxable) items	451	(3,095)
Derecognition of previously recognised deferred tax	(2,841)	7,527
Tax effect of post tax equity accounted earnings	(1,666)	(1,220)
Current year losses not recognised	25	–
(Over)/under provided in prior periods	(65)	730
Total income tax expense	**6,038**	**3,378**

Measurement and Recognition

Income tax expense comprises current and deferred tax. Income tax expense is recognised in profit or loss except to the extent that it relates to items recognised directly in other comprehensive income or equity, in which case it is recognised in other comprehensive income or equity.

Current Income Tax Expenses

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

A. Financial performance
continued

Income Tax Recognised Directly in Other Comprehensive Income	2026			2025		
	Before tax	**Tax benefit/ (expense)**	**Net of tax**	**Before tax**	**Tax benefit/ (expense)**	**Net of tax**
Foreign currency translation differences for foreign operations	(869)	-	(869)	1,499	-	1,499
Net change in revaluation reserve	14,323	(3,220)	11,103	(3,847)	(3,220)	(7,067)
Total movements attributable to revaluation reserves	**13,454**	**(3,220)**	**10,234**	**(2,348)**	**(3,220)**	**(5,568)**
Net change in fair value of cash flow hedges	7,540	(2,215)	5,325	13,697	(3,749)	9,948
Total movements attributable to derivatives	**7,540**	**(2,215)**	**5,325**	**13,697**	**(3,749)**	**9,948**
Total	**20,994**	**(5,435)**	**15,559**	**11,349**	**(6,969)**	**4,380**

Income Tax Recognised Directly in Equity	2026			2025		
	Before tax	**Tax benefit/ (expense)**	**Net of tax**	**Before tax**	**Tax benefit/ (expense)**	**Net of tax**
Net change in fair value of cash flow hedges transferred to inventory	(12,278)	3,438	(8,840)	(11,936)	3,342	(8,594)
Total movements attributable to derivatives	**(12,278)**	**3,438**	**(8,840)**	**(11,936)**	**3,342**	**(8,594)**
Total	**(12,278)**	**3,438**	**(8,840)**	**(11,936)**	**3,342**	**(8,594)**

A. Financial performance
continued

Deferred Tax	**2026**	**2025**
Balance at beginning of year	**19,790**	**13,101**
Temporary differences in profit or loss:		
Property, plant and equipment	2,483	12,738
Payables	(349)	189
Insurance receivables	(9,236)	(6,736)
Other items	(3,183)	(921)
	(10,285)	5,270
Temporary differences in other comprehensive income:		
Revaluation reserve movements	3,220	3,220
Derivatives	2,215	3,749
	5,435	6,969
Temporary differences in equity:		
Derivatives	(3,438)	(3,342)
Tax losses recognised for deferred tax	16,685	(2,208)
Balance at end of year	**28,187**	**19,790**
Consisting of:		
Property, plant and equipment	33,610	27,897
Derivatives	(854)	388
Other items	1,026	10,413
Deferred tax liability	**33,782**	**38,698**
Inventories	34	-
Trade and other payables	(4,956)	(1,934)
Tax losses	122	(13,061)
Other items	(795)	(3,913)
Deferred tax asset	**(5,595)**	**(18,908)**
Net deferred tax liability	**28,187**	**19,790**

Deferred Tax

Deferred tax is income tax which is expected to be payable or recoverable in the future as a result of the unwinding of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences:

- *from the initial recognition of goodwill;*
- *from the initial recognition of assets and liabilities in a transaction (other than in a business combination) that affects neither the accounting nor taxable profit or loss; and*
- *differences relating to investments in subsidiaries and equity accounted investees to the extent that they probably will not reverse in the foreseeable future.*

Deferred tax assets are recognised to the extent it is probable that future taxable profit will be available to use the asset. This is reviewed at each balance date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available in the future to utilise the deferred tax asset.

Imputation credits

As at balance date imputation credits available for use in subsequent periods totalled $68.3 million (2025: $68.2 million).

B. Key operating assets

In this section

This section shows the assets Ravensdown uses to generate operating revenues, including:

a) Property, plant and equipment;

b) Intangible assets;

c) Mining deposits;

d) Inventories;

e) Right of use assets; and

f) Assets held for sale.

B1. Property, Plant and Equipment

	Land and improvements	Buildings and improvements	Plant, machinery and vehicles	Capital works in progress	Total
Cost or valuation					
Balance at 1 June 2024	86,772	145,371	370,119	50,512	652,774
Additions	829	17,122	58,824	(35,930)	40,845
Revaluations	(659)	(7,639)	–	–	(8,298)
Disposals	(2,492)	(3,265)	(47,659)	(3,337)	(56,753)
Balance at 31 May 2025	**84,450**	**151,589**	**381,284**	**11,245**	**628,568**
Balance at 1 June 2025	84,450	151,589	381,284	11,245	628,568
Additions	2,412	1,915	19,648	8,468	32,443
Revaluations	369	7,652	–	–	8,021
Disposals	–	(1,571)	(4,129)	(406)	(6,106)
Reclassification to assets held for sale	(1,210)	(448)	–	–	(1,658)
Balance at 31 May 2026	**86,021**	**159,137**	**396,803**	**19,307**	**661,268**

B. Key operating assets continued

	Land and improvements	Buildings and improvements	Plant, machinery and vehicles	Capital works in progress	Total
Depreciation and impairment losses					
Balance at 1 June 2024	642	3,379	256,156	5,089	265,266
Depreciation for the year	72	4,349	15,565	–	19,986
Revaluations	(72)	(3,928)	–	–	(4,000)
Impairment[1]	(642)	(1,052)	4,206	(4,724)	(2,212)
Disposals	–	(199)	(39,583)	–	(39,782)
Balance at 31 May 2025	**–**	**2,549**	**236,344**	**365**	**239,258**
Balance at 1 June 2025	–	2,549	236,344	365	239,258
Depreciation for the year	67	4,989	16,371	–	21,427
Revaluations	(67)	(4,055)	–	–	(4,122)
Impairment[1]	–	–	(386)	(16)	(402)
Disposals	–	(83)	(2,733)	–	(2,816)
Balance at 31 May 2026	**–**	**3,400**	**249,596**	**349**	**253,345**
Carrying amounts					
At 1 June 2024	86,130	141,992	113,963	45,423	387,508
At 31 May 2025	**84,450**	**149,040**	**144,940**	**10,880**	**389,310**
At 31 May 2026	**86,021**	**155,737**	**147,207**	**18,958**	**407,923**

B. Key operating assets continued

[1]B1(a) Summary of impairments

	Land and improvements	Buildings and improvements	Plant, machinery and vehicles	Capital works in progress	Total
Held for sale valuation impairments[2]	(642)	(1,244)	(2,308)	(1)	(4,195)
VIU Impairments[3]	–	192	5,465	(4,723)	934
Dunedin works[4]	–	–	1,049	–	1,049
General impairments	–	–	–	–	–
Total impairments 2025	**(642)**	**(1,052)**	**4,206**	**(4,724)**	**(2,212)**

	Land and improvements	Buildings and improvements	Plant, machinery and vehicles	Capital works in progress	Total
Held for sale valuation impairments[2]	–	–	–	–	–
VIU Impairments[3]	–	–	5	(16)	(11)
Dunedin works[4]	–	–	(576)	–	(576)
General impairments	–	–	185	–	185
Total impairments 2026	**–**	**–**	**(386)**	**(16)**	**(402)**

2 The held for sale valuation impairment is related to reclassification of lime quarry assets as held for sale in 2024. In 2025, Ravensdown completed the disposal of those quarry assets. No further impairments were recognised in 2026. Refer to note B6 for details.

3 The 2025 VIU impairments were recognised as part of impairment testing performed on the Dipton Quarry assets. An impairment loss of $0.9 million was recognised in Cost of Sales. No impairments have been recognised in 2026.

4 On 18 September 2024 Ravensdown formalised its decision to cease manufacturing at its Ravensbourne Dunedin site. Accordingly, assets at the site affected by this decision were reviewed for indications of impairment or changes to their useful lives. At 31 May 2025 an impairment loss of $1.0 million, a loss on disposal of $2.4 million, and costs relating to the expensing of capital work in progress costs of $1.4 million have been recognised in Cost of Sales. In 2026, a reversal of $0.6 million was recognised on disposal of previously impaired assets

Measurement and Recognition

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses, except for land and buildings which are revalued with changes in fair value recognised directly in equity.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Depreciation

Depreciation is recognised in profit or loss to allocate the cost or revalued amount of an asset, less any residual value, over the estimated useful lives of each part of an item of property, plant and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives. Land is not depreciated.

B. Key operating assets continued

Impairment

The carrying amounts of Ravensdown's non-financial assets other than inventories and deferred tax assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Cash-generating units are the lowest levels for which there are separately identifiable cash flows. Impairment losses are recognised in the income statement, unless the assets are carried at a revalued amount, in which case the impairment is treated as a revaluation decrease in equity. The recoverable amount is the higher of an asset or cash-generating unit's fair value less costs to sell and present value of future cash flows expected to be generated by the assets (value in use).

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount would have been determined had no impairment loss been recognised.

Key judgements and estimates useful lives

Ravensdown makes estimates of the remaining useful lives of assets, which are as follows:

Land	Indefinite	
Land Improvements	2-25 years	Diminishing value
Buildings and fitout	3-50 years	Straight line
Fixed plant and equipment	2-40 years	Straight line/Diminishing value
Mobile plant and motor vehicles	2-25 years	Diminishing value
Fixed wing aircraft	4-32 years	Straight line

Aircraft are subject to ongoing maintenance programmes which include the use of rotable assets held as spare parts.

Depreciation methods, useful lives and residual values are reassessed at the reporting date.

Valuation Basis of Land and Buildings

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement dates.

The fair value of property is based on market values. The market value of property is the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion. Given the judgements involved and the adjustments to inputs in valuing the land and buildings, the fair value of the land and buildings are not determined based on observable market data and is classified as Level 3 in the fair value hierarchy of NZ IFRS 13 Fair Value Measurement.

New Zealand land and buildings were independently valued as at 31 May 2026 and 31 May 2025 by Nigel Fenwick (Registered Valuer, BBS(VPM), NZIV, MPINZ, MRICS) and Graeme McDonald (Registered Valuer, VP Urb, FPINZ, FNZIV, MRICS) of Bayleys Valuation Ltd (previously of Jones Lang LaSalle).

B. Key operating assets continued

Key judgements, estimates and assumptions applied during the 2026 financial year:

The fair value of the land and buildings have been determined by the independent valuers, with reference to the following industry accepted methods of fair value measurement:

Depreciated replacement cost ("DRC") or cost approach:

A valuation technique that reflects the amount that would be required currently to replace the depreciated property. This approach considers the current replacement cost ("CRC") of assets and depreciates them based on a diminishing value ("DV") method across their estimated useful lives. This approach is generally used in the valuation industry for highly specialised assets where other market data is limited or unavailable, and therefore more highly informs the determination of fair value for Ravensdown's manufacturing sites, quarries and newer, more specialised stores.

The residual value in the DV rate applied by the independent valuer is 5% (2025: 5%), while CRC depends on the individual assets and their current condition. The relationship between DV/CRC and the fair value of land and buildings is summarised below:

	DV		CRC	
	Increase in DV	**Decrease in DV**	**Increase in CRC**	**Decrease in CRC**
Impact to fair value of land and buildings	Decrease	Increase	Increase	Decrease

Income approach:

The income approach uses rental rates generated by market transactions involving comparable properties and converts to a current (i.e. discounted) value based on an appropriate market derived rate of return (or capitalisation rate).This approach is generally used in the valuation industry when there are comparable properties, and therefore more highly informs the determination of fair value for Ravensdown's older, less specialised stores.

The capitalisation rates applied by the independent valuer ranges from 6.5% to 13.5% (2025: 6.5% to 12.25%). The relationship between capitalisation/rental rates and the fair value of land and buildings is summarised below:

	Capitalisation rate		Rental rate	
	Increase in rate	**Decrease in rate**	**Increase in rate**	**Decrease in rate**
Impact to fair value of land and buildings	Decrease	Increase	Increase	Decrease

Judgement is required in respect of which methodology, or the weighting of each methodology, is applied. Assumptions are also required in respect of judgements such as land use and relevant market values, in addition to key valuation inputs for each approach as discussed above.

The independent valuers also considered comparable sales transactions and the discounted cash flow approach in combination with the above approaches, in determining the adopted fair value for land and buildings, based on their judgement and expertise. For this reason it is not possible to present specific sensitivity analysis. However, based on the DRC method only, and for Ravensdown's two manufacturing sites (which comprise $109.5 million (2025: $102.5 million) of the total fair value of land and buildings) only:

- An increase of one percentage point in the DV rate would decrease Ravensdown's property by $3.5 million (2025: $2.9 million). A decrease of one percentage point would increase Ravensdown's property by the same amount.
- An increase to the current replacement cost of assets by one percentage point would increase Ravensdown's property by $0.6 million (2025: $0.5 million). A decrease by one percentage point would decrease Ravensdown's property by the same amount.

B. Key operating assets continued

The valuation approach primarily referenced to measure fair value by the independent valuer is summarised by site type below:

Site Type	2026 Valuation Approach	2025 Valuation Approach
Manufacturing sites	Replacement cost approach	Replacement cost approach
Quarries	Replacement cost approach	Replacement cost approach
Store sites (with ground lease)	Replacement cost approach	Replacement cost approach
Store sites (owned freehold)	Market based approach	Market based approach
Vacant land	Market based approach	Market based approach
Sites identified for potential sale	Market based approach	Market based approach
Labs, head office, other sites	Market based approach	Market based approach

Had Ravensdown's land and buildings been measured on a historical cost basis, their carrying amount would have been as follows:

	2026	2025
Land and improvements	27,236	27,935
Buildings	79,512	84,211

Key judgements and estimates impairment of non-financial assets

Ravensdown makes judgements and estimates when assessing non-financial assets for indications of impairment. Ravensdown has identified three primary cash-generating units (CGUs) in relation to bulk fertiliser, each being the assessed lowest groupings of assets within the business capable of generating separately identifiable cash in-flows independently of other assets, and has allocated its non-financial assets to each CGU necessary to support its respective activity. These include core assets that contribute directly to the CGU activity and shared or corporate assets that contribute indirectly to the CGU's activity.

The three primary CGUs identified are 1) the manufacture of fertiliser products, 2) the procurement and handling of imported products, and 3) the network of silos situated throughout the country.

The recoverable amount for each CGU has been estimated based on the value in use (VIU) method, by using discounted cash flows (DCF) over a 5-year time horizon and a terminal value (TV). TV is the value of a CGU's year-5 discounted free cash flow projected into perpetuity using the Gordon Growth Model assuming 2% (2025: 2%) for the growth factor. Cash flows are based on a number of assumptions regarding volume, price and cost movements, with reference to the 2027 budget. Volume increases are forecast over the 5-year time horizon.

Key assumptions used for the VIU DCF method are: growth rate, weighted average cost of capital (WACC), terminal value growth rate (TV) and management's decision to not reverse prior year impairments losses. The growth rate is management's assessment of product volume growth only over the assessed period and in part reflects recovery from the recent cyclical low. WACC is the cost of funding the assets and operations of the CGUs, adjusted for risk. The TV growth rate is the rate that assumes steady-state operations for the period beyond the 5-year horizon. Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a significant improvement in forecasted performance. An impairment loss is reversed only to the extent that carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss has been recognised.

B. Key operating assets continued

The relationship between the WACC, growth rates and recoverable amount of the identified assets is summarised below:

	WACC rate		Growth rate	
	in rate Increase	Decrease in rate	Increase in rate	Decrease in rate
Impact to estimated recoverable amount	Decrease	Increase	Increase	Decrease

Values assigned to these assumptions reflects Management's assessment of future industry and market trends based on current and historical data and are set out below.

	2026			2025		
Key assumptions	**Fertiliser manufacture CGU**	**Finished products CGU**	**Silo CGU**	**Fertiliser manufacture CGU**	**Finished products CGU**	**Silo CGU**
Volume growth rate (Yr 2, Yr 3, Yr 4, Yr 5)	1%, 0.5%, 0.5%, 0.5%	0.5%	0%	2%, 1%, 1%, 1%	0.5%	0%
WACC (Post-tax)	8.4%	8.4%	8.4%	8.5%	8.5%	8.5%
Terminal value growth rate	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Estimated recoverable amount and sensitivity						
Estimated recoverable amount	456,336	438,366	10,644	386,705	273,254	11,142
Carrying amount	321,450	268,740	1,410	280,202	246,386	1,949
Headroom/(Impairment)	134,886	169,626	9,234	106,503	26,868	9,193

The conclusion of no impairment in 2026 for the finished products CGU is particularly sensitive to changes in the key assumptions as follows:

- An increase of 100 basis points in the pricing assumptions would increase Ravensdown's estimated recoverable amount of the finished products CGU on a VIU method by $240.5 million and result in no impairment. A decrease of 100 basis points would decrease Ravensdown's estimated recoverable amount of the finished products CGU by $234 million and would result in an impairment of $64.4 million.
- An increase of 100 basis points in the product costing assumptions would decrease Ravensdown's estimated recoverable amount of the finished products CGU on a VIU method by $203.7 million and result in an impairment of $34.1 million. A decrease of 100 basis points would increase Ravensdown's estimated recoverable amount of the finished products CGU by $197.8 million and would result in no impairment.

B. Key operating assets continued

Aerial Spreading CGU

In accordance with relevant accounting standards, Ravensdown is required to continuously assess the appropriateness of its CGU determinations. The aerial spreading CGU has been assessed as the lowest grouping of assets within Ravensdown Aerowork Limited capable of generating separately identifiable cash in-flows independently of other assets. Separately, and as part of its annual assessment, Ravensdown identified certain indicators of impairments. In accordance with NZ IAS 36, Ravensdown then estimated the recoverable amount of the aerial spreading CGU under each of the value-in-use and fair value methodologies which indicated a potential impairment. Following the requirements of NZ IAS 36 in respect of impairment allocation, fair values were also obtained for all significant assets within the CGU based on valuations performed in accordance with NZ IFRS 13 Fair Value Measurement from independent valuers, Harry Maidment of Prem-Air (Aircraft), Mike Morales of Bayleys (Loaders), Nigel Fenwick and Graeme McDonald of Jones Lang LaSalle (Land and Buildings) in 2025. In 2026, the independent valuers confirmed there were no material changes to those valuations other than normal operating wear, tear and maintenance. The result of this exercise was that no impairment loss was recognised because the CGU's most significant assets had fair values that were greater than the individual carrying amounts. The Directors have exercised judgment in performing this exercise, particularly where an assessment of the depth of certain markets that the fair values are dependent on, was required.

B2. Intangible Assets

	Patents and Registrations	Resource Consents	Goodwill	Software	Total
Balance at 1 June 2024	1,103	4,871	–	12,572	18,546
Additions	9	–	–	2,075	2,084
Disposals	(944)	–	–	(749)	(1,693)
Amortisation for the year[1]	1	(303)	–	(3,336)	(3,638)
Net book value at 31 May 2025	**169**	**4,568**	**–**	**10,562**	**15,299**
Additions	–	69	150	2,719	2,938
Amortisation for the year[1]	(43)	(297)	(38)	(3,665)	(4,043)
Net book value at 31 May 2026	**126**	**4,340**	**112**	**9,616**	**14,194**
Cost	3,170	9,884	925	46,516	60,495
Less accumulated amortisation and impairment	(3,044)	(5,544)	(813)	(36,900)	(46,301)
Net book value at 31 May 2026	**126**	**4,340**	**112**	**9,616**	**14,194**

1 Amortisation for the year is recognised in Cost of Sales in the Income statement.

B. Key operating assets continued

Measurement and Recognition

Patents and registrations

Costs associated with acquiring patents and registrations are capitalised and amortised over the life of the assets. The assets primarily comprise patents and registrations that enable Ravensdown to distribute animal health and agrochemical products throughout New Zealand.

Resource consents

Costs incurred in obtaining resource consents for Ravensdown's two manufacturing sites are capitalised and amortised from the granting of the consent on a straight line basis for the period of the consent. The remaining life of the resource consents range between 3 and 32 years.

Goodwill

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

Software

Costs associated with acquiring software are capitalised at cost and amortised over the life of the assets. The costs of internally generated software comprises all directly attributable costs necessary to create, produce, and prepare the asset to be capable of operating in the manner intended by management. Configuration and customisation costs are capitalised as software if they create an identifiable intangible asset controlled by Ravensdown where future economic benefits are expected to flow from the asset.

The assets primarily comprise software costs for Ravensdown's operating and information technology systems, aviation systems and customer centred applications based around farm management systems.

Amortisation and estimated useful lives

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use. Ravensdown uses its judgement in determining the remaining useful lives and residual value of intangible assets. These are reviewed and, if appropriate, adjusted at each balance date. Amortisation rates selected are as follows:

Patents and registrations	10 years
Resource consents	4-35 years
Software	4-15 years

Intangible assets with an indefinite useful life are not amortised. Instead, they are assessed annually for any indication of impairment.

Research and Development

Expenditure on research activities, undertaken with the prospect of gaining new scientific or technical knowledge and understanding, is recognised in profit or loss when incurred. Development costs are capitalised if they can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable and Ravensdown intends to and has sufficient resources to complete development and to use or sell the asset.

Ravensdown's primary focus of its research and development activities is the improvement of the science of cycling nutrients through pastoral and arable farming systems.

Total research and development expense recognised in the Consolidated Income Statement is $3.1 million (2025: $2.9 million).

B. Key operating assets continued

B3. Mining Deposits

	2026	2025
Balance at 1 June	2,605	2,765
Impairment recognised in the income statement[1]	-	(67)
Amortisation for the year (Cost of sales)	(134)	(93)
Balance at 31 May	**2,471**	**2,605**

Mining deposits represent Ravensdown's ownership in limestone quarries throughout New Zealand, utilised for the production of lime fertiliser products.

1 At 31 May 2026, no impairment has been recognised in the Consolidated Income Statement on the lime resources (2025: $67,000).

Measurement and Recognition

Ravensdown operates a mixed model; in some instances the resource is owned by Ravensdown, in others the resource is acquired on a royalty basis. The quarries are measured at either fair value on acquisition or the costs associated with developing existing quarries to extend their economic life. Available resource is considered on a tonnage basis. The resources are amortised on a per tonne of extraction basis.

Rehabilitation of lime quarry sites is provided for on the estimated life of the quarry and the potential rehabilitation cost, discounted to the present value of the future cost. At 31 May 2026, a $0.4 million provision for lime rehabilitation costs was included within the Statement of Consolidated Financial Position (2025: $0.4 million).

B4. Inventories

	2026	2025
Finished goods	125,512	95,153
Raw materials	22,104	32,740
Total inventories	**147,616**	**127,893**

Inventories are reported as either finished goods or raw materials. All inventories are considered a finished good unless they are to be utilised in the production of superphosphate or its related products.

At 31 May 2026, a $0.3 million impairment to inventory was recognised in the Consolidated Income Statement (2025: $1.3 million).

Measurement and Recognition

Inventories are measured at the lower of cost and net realisable value. Ravensdown uses both the first-in first-out principle and the weighted average cost formula to assign costs to inventories. The cost includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. In the case of manufactured inventories, cost includes an appropriate share of production overheads based on normal operating capacity.

B. Key operating assets continued

Key judgements and estimates

Ravensdown uses judgement in measuring the quantity of inventory on hand due to the nature of bulk fertiliser products and density factors. Bulk fertiliser totals $141.1 million (2025: $121.1 million) of total inventories.

Quantity of fertiliser on hand:

The measurement of bulk fertiliser products at year-end is a function of each product's quantity on hand, unit cost, and relevant density factor. As bulk fertiliser is placed and drawn from storage, it settles in irregular shapes, and as a result Ravensdown's calculation of the quantity of fertiliser on hand requires estimation of the relevant shape and measurements for each storage pile.

Density factor:

The measurement of bulk fertiliser also requires the application of a density factor. The density factor represents the mass (weight) to volume ratio and this ratio changes with compaction and atmospheric conditions. Ravensdown determines the density factor to apply to its year end holdings of bulk fertiliser by reviewing and assessing historical density factor readings, as measured by the Ravensdown's analytical laboratory. As the determination of the density factor requires judgement, with different shipments having different density factors, there is estimation uncertainty because actual density factors may vary from Ravensdown's assessment.

The impact of changes in these assumptions on year end inventory value is as follows:

	Volume of fertiliser		Density factor	
	Increase in volume of fertiliser	**Decrease in volume of fertiliser**	**Increase in density factor**	**Decrease in density factor**
Impact to inventory value	Increase	Decrease	Increase	Decrease
Impact to cost of goods sold	Decrease	Increase	Decrease	Increase
Impact to profit and loss	Increase	Decrease	Increase	Decrease

Both of these factors require judgement and contribute to estimation uncertainty of the value of inventory reported in the financial statements.

Bulk density sensitivity

At 31 May 2026, it is estimated that a general increase of one percentage point in bulk density would increase Ravensdown's inventories by approximately $1.2 million (2025: $0.8 million). A decrease of one percentage point would decrease Ravensdown's inventories by the same amount.

B. Key operating assets continued

B5. Right of Use Assets

	2026			2025		
	Right of use land and buildings	Right of use plant, machinery and vehicles	Total	Right of use land and buildings	Right of use plant, machinery and vehicles	Total
Balance at 1 June	6,943	3,475	10,418	8,824	3,232	12,056
Additions	3,785	2,494	6,279	395	2,290	2,685
Disposals	–	–	–	–	–	–
Depreciation for the year	(1,786)	(2,304)	(4,090)	(2,276)	(2,047)	(4,323)
Net book value at 31 May	**8,942**	**3,665**	**12,607**	**6,943**	**3,475**	**10,418**

Measurement and Recognition

Right of use assets are initially measured at cost. This comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to restore properties to their original condition, less any lease incentives received. The right of use asset, excluding restorations costs, is depreciated on a straight-line basis over the lease term. The amount included within right of use assets relating to restoration costs is $Nil (2025:$Nil). Right of use assets are considered for impairment. Refer to note B1 for the impairment basis.

B6. Assets Held for Sale

	2026	2025
Held for Sale	1,591	2,518
Balance at 31 May	**1,591**	**2,518**

Measurement and Recognition

Non-current assets, or disposal groups comprising assets and liabilities, that are expected to be recovered primarily through sale or distribution rather than through continuing use, are classified as held for sale. The assets, or disposal group are measured at the lower of their carrying amount and fair value less costs of disposal. Any impairment loss on a disposal group is first allocated to goodwill, and then to remaining assets and liabilities on a pro rata basis, except that no loss is allocated to inventories and financial assets which continue to be measured in accordance with Ravensdown's accounting policies.

C. Risk management and funding

In this section

This section explains the financial risks Ravensdown faces, how these risks affect Ravensdown's financial position and performance, and how Ravensdown manages these risks. In addition, this section explains how Ravensdown manages its capital structure, working capital and the various funding sources. In this section of the notes there is information about:

a) Ravensdown's approach to capital and financial risk management;

b) Net debt;

c) Cash and receivables; and

d) Equity and rebates.

C1. Rebates

Ravensdown exercises judgement in determining the level of rebates provided each year. Total rebates are determined with reference to the overall profitability of Ravensdown for the year and the need to ensure sufficient reserves, as considered necessary by the directors, are retained. Rebates for the year ended 2026 were provided at $15 per qualifying tonne of fertiliser purchased by transacting shareholders (2025: $Nil). Shareholders who hold less than the quota shareholding, as determined by the Board, have their rebate allocated in shares.

Measurement and Recognition

Rebates are provided for based on the qualifying tonnage sold for the year at a rate determined by the Board. For financial reporting purposes, rebates are treated as discounts to shareholders and offset against revenue in the Consolidated Income Statement.

C. Risk management and funding
continued

Provision for Rebates

Provisions for rebates to be paid in cash are recognised when the obligations and the amounts of the distributions can be measured reliably. The effect of any under or over provision, as a consequence of confirmed tonnages, is reflected in the Consolidated Income Statement the following year.

	2026	2025
Rebate	8,514	–

Share Allotment Reserve

Rebates allocated to shareholders who hold less than the quota shareholding as determined by the Board are recognised when the obligation and the amount of the shares to be issued can be measured reliably. These shares will be issued at the Share Registry Committee following the decision to allot shares. The effect of any under or over allocation, as a consequence of confirmed tonnages, is reflected in the Statement of Changes in Equity the following year.

	2026	2025
Share Allotment Reserve	5,478	–

Capital Management

Ravensdown's capital includes share capital, reserves and retained earnings. Ravensdown's policy is to maintain a strong capital base so as to maintain investor and creditor confidence and to sustain future development of the business. This target is achieved through balancing retention of certain reserves with Ravensdown's share rebate process.

Ravensdown's policies in respect of capital management and allocation are reviewed regularly by the Board of Directors. There have been no material changes in Ravensdown's management of capital during the period.

C. Risk management and funding
continued

C2. Financial Risk Management

Ravensdown's activities expose it to a variety of financial risks through the normal course of its business. The Board approves policies (including Ravensdown Treasury and Credit policies) which set appropriate principles and risk tolerance levels to guide management in carrying out financial risk management activities to minimise potential adverse effects on the financial performance and economic value of Ravensdown. In order to manage foreign exchange and interest rate risks arising from operational and financing activities, Ravensdown enters into derivative arrangements to hedge its exposure. A financial risk management committee comprised of management provides oversight for risk management and derivative activities. The Board re-evaluates risk policies on a regular basis. Ravensdown does not hold or issue derivative financial instruments for trading purposes.

Ravensdown is exposed to commodity price risk. This is partially mitigated through negotiated long term supply contracts with a geographically diverse range of suppliers and the use of commodity swaps to hedge commodity price risk.

Interest Rate Risk

Ravensdown is exposed to interest rate risk on the cash flows arising from borrowings held at floating rates. Ravensdown uses interest rate swaps to achieve an appropriate mix of fixed and floating rate exposure as set out in policy guidelines established by the Board. At 31 May 2026 there were no interest rate derivatives held (2025: $Nil).

Cash flow sensitivity

At 31 May 2026 it is estimated that a general increase of one percentage point in interest rates would decrease Ravensdown's profit before income tax by approximately $1.8 million (2025: $1.3 million). A decrease of one percentage point would increase Ravensdown's profit before income tax by the same amount.

Foreign Currency Risk

Ravensdown is exposed to foreign currency risk on purchases and borrowings that are denominated in a currency other than the functional currency. The currencies in which transactions are usually denominated is U.S. dollars (USD). Ravensdown uses forward exchange contracts and options to hedge its foreign currency risk.

In managing foreign currency risk, Ravensdown hedges up to 100% of all trade payables denominated in a foreign currency. Ravensdown also hedges up to 100% of its estimated foreign currency exposure in respect of forecasted purchases over a period that is approved by the Board.

Measurement and Recognition – Derivative Financial Instruments

Derivative financial instruments comprise of forward exchange contracts, options, commodity cash settled swaps and interest rate swaps. Derivatives are initially recognised at fair value and are subsequently remeasured to their credit adjusted fair value using observable market prices as at reporting date, discounted cash flow models or option pricing models as appropriate. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated as an effective hedging instrument, in which event the timing of recognition or loss depends on the nature of the hedge relationship. Derivatives that do not qualify for hedge accounting are accounted for as held for trading instruments.

C. Risk management and funding
continued

Cash Flow Hedges

Changes in the fair value of the derivative hedging instrument designated as a cash flow hedge are recognised directly in equity to the extent that the hedge is effective. To the extent that the hedge is ineffective, changes in fair value are recognised in profit or loss.

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated or exercised, then hedge accounting is discontinued prospectively. The cumulative gain or loss previously recognised in equity remains there until the forecast transaction occurs. When the hedged item is a non-financial assets, such as inventory, the amount recognised in equity is transferred to the cost of inventory when the inventory recognised ('basis adjustment'), this transfer out of cash flow hedging reserve is not recognised in other comprehensive income. In other cases the amount recognised in equity is transferred to profit or loss in the same period that the hedged item affects profit or loss. In the event that a hedging instrument is sold, terminated or exercised prior to maturity and the original forecast transaction is no longer forecast to occur, the resultant gain/loss is recognised immediately in the profit or loss.

Sensitivity to movements in foreign currency

A strengthening of the New Zealand dollar, as indicated below, against the USD would have decreased equity and profit or loss by the amounts shown below. This analysis is based on foreign currency exchange rate variances that Ravensdown considered to be reasonably possible at the end of the reporting period. The analysis assumes that all other variables, in particular interest rates, remain constant.

The following disclosures relate to the valuation of foreign exchange exposures as at 31 May. Ravensdown has foreign exposures throughout the financial year which fluctuate both in terms of the amount of the exposures at any one time and the effect of movements in the exchange rate. As at 31 May 2026, the notional amount of USD foreign exchange contracts held were $285.4 million (2025: $179.5 million).

	2026			2025		
	USD	EURO	AUD	USD	EURO	AUD
Trade payables	(2,642)	(73)	(40)	(15,943)	–	(113)
Other balance sheet items	524	–	4	1,086	–	2
Net balance sheet exposure before hedging activity	(2,118)	(73)	(36)	(14,857)	–	(111)
Forward exchange contracts relating to exposures	2,118	–	–	14,857	–	100
Net unhedged exposure	–	(73)	(36)	–	–	(11)
NZD equivalent	–	(143)	(44)	–	–	(12)
Sensitivity to 10% strengthening of NZD (pre tax):						
Increase/(decrease) on equity	(34,692)	–	–	(23,509)	–	–
Increase/(decrease) on profit	322	13	4	2,267	–	11
Sensitivity to 10% weakening of NZD (pre tax):						
Increase/(decrease) on equity	42,401	–	–	28,733	–	–
Increase/(decrease) on profit	(393)	(16)	(5)	(2,771)	–	(13)

C. Risk management and funding
continued

Credit Risk

Ravensdown is exposed to credit risk from the possibility that a customer contract will result in a financial loss to Ravensdown or that a counter party will fail to perform their obligations. Ravensdown's exposure to credit risk is mainly influenced by its customer base and banking counterparties.

Ravensdown has a credit policy in place under which each new customer is analysed for credit worthiness. Credit risk is mitigated through most customers also being shareholders of Ravensdown Limited as their share capital may be utilised in cases of default. Ravensdown's customer base is primarily concentrated in the agriculture sector. Investments and derivatives are only made with reputable financial institutions or banks with a minimum Standard and Poor's credit rating of A or Moody's A2.

The carrying amount of financial assets represents Ravensdown's maximum credit exposure. Ravensdown does not have any material credit risk concentrations. Ravensdown has not renegotiated the terms of any financial assets which would result in the carrying amount no longer being past due or avoid a possible past due status.

Trade and other receivables	2026	2025
Not past due	109,510	88,611
Past due 1 - 30 days	1,203	803
Past due more than 30 days	1,321	347
Less: Provision for impairment in receivables	(874)	(207)
Total trade receivables	**111,160**	**89,554**
Insurance receivable*	122	3,500
Prepayments	2,677	4,154
Total trade and other receivables	**113,959**	**97,208**

**See note A1*

Measurement and Recognition

Trade receivables are measured on initial recognition at transaction price, and are subsequently carried at amortised cost. Transaction price is estimated as the present value of expected future cash flows.

Impairment of Trade Receivables

A provision for the impairment of receivables is established using the expected credit losses model, which is based on forward-looking analysis taking into account historical provision rates and relevant macroeconomic factors. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

Liquidity Risk

Liquidity risk represents Ravensdown's ability to meet its contractual obligations. Ravensdown evaluates its liquidity requirements on an on-going basis. In general, Ravensdown generates sufficient cash flows from its operating activities to meet its obligations arising from its financial liabilities and has credit lines in place to cover potential shortfalls.

C. Risk management and funding
continued

The following tables analyse Ravensdown's financial liabilities, including net and gross settled financial instruments, into relevant maturity periods based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows and hence will not necessarily reconcile with the amounts disclosed in the Statement of Financial Position.

2026	Carrying value	Contractual cash flows	0-12 months	1-3 years
Non-derivative financial liabilities[1]				
Trade and other payables	53,764	53,764	53,764	–
Loans and borrowings	39,387	39,469	39,469	–
Other non-current liabilities	–	–	–	–
	93,151	**93,233**	**93,233**	**–**
Cash flow hedge derivatives				
Net foreign exchange contracts	(3,049)	1,115	1,115	–
Commodity swaps	–	–	–	–
Total net derivative assets/(liabilities)	**(3,049)**	**1,115**	**1,115**	**–**
Periods in which the cash flows associated with cash flow hedges expected to impact profit or loss	**(3,049)**	**1,115**	**36**	**1,079**

2025	Carrying value	Contractual cash flows	0-12 months	1-3 years
Non-derivative financial liabilities[1]				
Trade and other payables	69,472	69,472	69,472	–
Total comprehensive (loss) for the year	25,527	25,634	25,634	–
Other non-current liabilities	1,039	1,039	1,039	–
	96,038	**96,145**	**96,145**	**–**
Cash flow hedge derivatives				
Net foreign exchange contracts	1,137	3,596	3,596	–
Commodity swaps	180	180	180	–
Total net derivative assets/(liabilities)	**1,317**	**3,776**	**3,776**	**–**
Periods in which the cash flows associated with cash flow hedges expected to impact profit or loss	**1,317**	**3,776**	**3,619**	**157**

1 All contractual cash flows arising from non-derivative financial liabilities are expected to be settled within twelve months of balance date, unless classified as non-current liabilities.

C. Risk management and funding
continued

C3. Lease Liabilities

	2026	2025
Opening balance	6,859	8,084
Additions	6,279	2,685
Disposals	(46)	(25)
Interest on lease liabilities	378	403
Repayments	(3,942)	(4,288)
Closing balance	**9,528**	**6,859**
Current	2,731	2,674
Non-current[1]	6,797	4,185

1 Non-current leases' terms range from 3-40 years, with maturities between 1-13 years.

Measurement and Recognition

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using Ravensdown's incremental borrowing rate taking into account the duration of the lease. The lease liability is subsequently measured at amortised cost using the effective interest method, with the finance cost charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability. It is remeasured when there is a change in future lease payments, or if Ravensdown changes its assessment of whether it will exercise an extension or termination option.

Lease Expenses

The Consolidated Income Statement includes expenses relating to short term leases of $1.6 million (2025: $1 million). Depreciation of right of use assets are reported in note B5. Interest on lease liabilities are reported as financial expenses (see note A2).

Extension & Termination Options

Some leases contain extension and termination options exercisable by Ravensdown before the end of the non-cancellable contract period. The period covered by the options are only included in the lease term if Ravensdown is reasonably certain to exercise the option.

C. Risk management and funding
continued

C4. Fair Value of Financial Assets and Liabilities

The carrying amounts of all financial assets and liabilities approximate their fair value and are categorised below:

	2026	2025
Assets		
Loans and receivables	117,780	98,051
Derivatives designated at fair value	1,386	4,324
Other investments at fair value through OCI	10,246	6,533
Total assets	**129,412**	**108,908**
Liabilities		
Derivatives designated at fair value	4,435	3,007
Other liabilities at amortised cost	114,924	108,245
Total liabilities	**119,359**	**111,252**

Loans and receivables consist of: cash and cash equivalents, and trade and other receivables. Other liabilities at amortised cost consist of: loans and borrowings, trade and other payables, employee entitlements, rebates payable and other non-current liabilities.

Measurement and Recognition – Trade Payables

Trade payables are recognised initially at fair value on the trade date at which Ravensdown becomes a party to the contractual provisions of the instrument. Subsequent to initial recognition these financial liabilities are measured at amortised cost using the effective interest method.

Fair value is calculated based on the expected future cash outflows required to settle the contractual obligations at the reporting date.

Fair value hierarchy

Ravensdown has financial instruments carried at fair value. The following hierarchy defines the valuation method used to value these instruments.

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs)

Ravensdown's derivative financial instruments carried at fair value are defined as level 2, and other investments at fair value through OCI are defined as level 3 for valuation purposes for 2026 and 2025. At 31 May 2026, the fair value of Ravensdown's derivative financial instruments was a $3.0 million net liability (2025: $1.3 million net asset).

The fair value of other investments through OCI was $10.3 million (2025: $6.5 million).

There have been no transfers into or out of level 2 or level 3 during the year.

C. Risk management and funding
continued

C5. Cash and Cash Equivalents

Cash and cash equivalents comprise cash balances and call deposits with original maturities of three months or less. Bank overdrafts that are repayable on demand and form an integral part of Ravensdown's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows. Advances and repayments in the banking facilities are reported in the statement of cash flows on a net basis because the turnover is quick, the amounts are large and the maturities are short.

Reconciliation of Operating Cash Flows

	2026	2025
Profit/(loss) for the year	30,019	(5,394)
Adjustments for:		
Items classified as investing or financing activities		
Interest income	(1,322)	(1,456)
Interest expense	7,275	9,043
Repayment of interest on lease liabilities	378	403
Items not involving cash flows		
Depreciation, amortisation and loss on disposals	29,409	34,844
Provision for rebate	13,992	-
Impairment of goodwill	38	-
Decrease in deferred tax	6,400	3,061
Impairment of non current assets	(512)	1,824
Financial instruments	44	(33)
Decrease in equity accounted investees	3,162	2,487
Income tax (benefit)/expense	(221)	383
Changes in working capital		
(Increase)/decrease in inventories	(20,138)	22,253
(Increase)/decrease in trade and other receivables	(16,790)	4,159
(Decrease)/increase in trade and other payables	(13,598)	31,634
Net cash from operating activities	**38,136**	**103,208**

C. Risk management and funding
continued

C6. Loans and Borrowings

	2026	2025
Current liabilities		
Loans and borrowings	39,387	25,527

Measurement and Recognition

Borrowings are recognised initially at fair value on the drawn facility amount, net of transaction costs paid. Subsequent to this, borrowings are stated at amortised cost using the effective interest method.

The loans are drawings on Ravensdown's revolving credit facility. At 31 May 2026, the facility available was $245 million (2025: $225 million). The excess headroom in the facility is available to ensure sufficient cash flow during peak periods arising due to seasonality of operations. The facility is made up of three tranches with expiration dates of August 2027 and August 2028. The interest rate is currently 3.80% (2025: 4.48%).

The revolving credit facility agreement is subject to a General Security Agreement over all of the present and future assets of the Ravensdown Group and a Negative Pledge agreement.

Various covenants apply to the facility. There have not been any breaches of Ravensdown's banking covenants during the year. Whilst covenants are compliant at reporting date, ongoing challenges for the Primary Industry mean possible forecasting risk in achieving the financial performance required for future covenant compliance, but the group has strong support and open dialogue with its banks around maintaining or where necessary, adjusting covenant requirements.

C. Risk management and funding
continued

C7. Co-operative Shares

The movement in co-operative shares for Ravensdown is as follows:

In thousands of shares	2026	2025
On issue at 1 June	317,017	325,535
Shares allotted during the year	18	14
Less: co-operative shares surrendered	(8,141)	(8,532)
On issue at 31 May	**308,894**	**317,017**
Partly paid ordinary co-operative shares		
Partly paid up	11	11
Unpaid	500	500
Total partly paid and unpaid	**511**	**511**

Value of ordinary co-operative share capital

In thousands of New Zealand dollars	2026	2025
Balance at 1 June	316,517	325,035
Co-operative shares issued	18	14
Less: co-operative shares surrendered	(8,141)	(8,532)
Balance at 31 May	**308,394**	**316,517**

Co-operative Shares

Voting rights are held by transacting shareholders being entitled to one vote per share held. For votes on Area issues (as defined in the Co-operative Constitution) no transacting shareholder shall vote more than 3.5% of the total number of shares held by transacting shareholders in respect of the relevant Area. On other issues no transacting shareholder shall vote more than that number of shares which equates to 0.125% of the shares held by all transacting shareholders.

Ravensdown Limited may redeem shares in accordance with the Companies Act 1993. Upon winding up, shares rank equally with regard to Ravensdown Limited's residual assets. The share qualification quota is 258 shares per tonne. The shares have a value of $1.

The co-operative shares are repayable under certain conditions, and will mature when shares are redeemable by the shareholder. Co-operative shares may be repaid when there is a deceased estate or when the shareholder has ceased farming. Shares may also be repaid if there has been a 5 year time lapse since the last transaction.

Measurement and Recognition

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity, net of any tax effects.

D. Group structure

This section provides information to help readers understand Ravensdown's structure and how it affects the financial position and performance of Ravensdown. In this section of the notes there is information about:

a) Subsidiaries;

b) Investments in Joint Ventures;

c) Investments in Associate Entities; and

d) Other Investments.

D1. Subsidiaries

	Principal Activity	Country of Incorporation	Interest (%) 2026	Interest (%) 2025
Ravensdown Aerowork Limited	Aerial spreading	New Zealand	100%	100%
C-Dax Limited[1]	Agricultural machinery manufacturer	New Zealand	–	100%
Ravensdown Australian Holdings Limited	Investment holding company	New Zealand	100%	100%
EcoPond Limited	Agricultural and environmental technology	New Zealand	100%	100%
Ravensdown Ventures Limited (trading as Agnition)	Investment holding company	New Zealand	100%	100%
Analytical Research Laboratories Limited	Agricultural testing laboratory	New Zealand	100%	100%
Ravensdown Development Limited	Agricultural and environmental technology	New Zealand	100%	100%

1 In March 2025, C-Dax Limited commenced a managed wind down of the business. The sale of C-Dax's assets (Land, buildings, plant and stock) were completed on 30 May 2025. Impairment losses and write-downs of $3.2 million were recognised in Cost of Sales in 2025 (2026: $Nil). On 31 May 2026, C-Dax Limited was amalgamated into Ravensdown Ventures Limited.

Subsidiaries are entities controlled by Ravensdown Limited. Control exists when Ravensdown Limited is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Power arises when Ravensdown Limited has existing rights to direct the relevant activities of the investee, i.e. those that significantly affect the investee's returns. Subsidiaries are consolidated from the point at which control is transferred to Ravensdown Limited and until such point as that control ceases. Control is assessed on a continuous basis.

Acquisition related costs are expensed as incurred. On an acquisition-by-acquisition basis, Ravensdown Limited recognises non-controlling interests at either their fair value or proportionate share of the acquiree's net assets. Transactions with non-controlling interests that do not result in a change of control are recognised in equity.

D. Group structure continued

D2. Equity Accounted Investees

	2026	2025
Interests in joint ventures	25,359	30,176
Interests in associates[1]	7,081	6,606
	32,440	**36,782**

1 *Ravensdown's share of profits after tax arising from its interests in associates was $1.6 million (2025: $0.7 million). All other movements in the carrying value of associates were not considered significant.*

Measurement and Recognition

Associates are those entities in which Ravensdown has significant influence, but not control, over the financial and operating policies. Joint ventures are those arrangements in which Ravensdown has contractually agreed joint control and has rights to the net assets of the venture rather than having rights to assets and obligations for its liabilities. Associates and joint ventures are accounted for using the equity method (equity accounted investees). The consolidated financial statements include Ravensdown's share of the income and expenses of equity accounted investees, after adjustments to align the accounting policies with those of Ravensdown, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases.

Selected information on equity accounted investees

Joint ventures

Movements in carrying value of joint ventures:

	2026	2025
Balance at 1 June	30,176	31,735
Share of profit after tax	4,334	3,613
Dividends received from joint ventures	(7,971)	(6,593)
Movements in loans to joint ventures	(307)	(79)
Foreign currency translation differences for foreign operations	(873)	1,500
Balance at 31 May	**25,359**	**30,176**

Summary financial information for joint ventures (not adjusted for the interest held by Ravensdown):

	Total assets	Total liabilities	Revenues	Profit before tax
2026	**102,226**	**51,524**	**193,665**	**11,859**
2025	135,304	76,166	205,305	10,938

D. Group structure
continued

D3. Joint Ventures (Equity Accounted)

	Principal Activity	Country of Incorporation	Interest (%) 2026	Interest (%) 2025
Spreading Sandford Limited	Ground spreading	New Zealand	50.0%	50.0%
Spreading Canterbury Limited	Ground spreading	New Zealand	50.0%	50.0%
Spreading Northland Limited	Ground spreading	New Zealand	50.0%	50.0%
Mainland Spreading Limited	Ground spreading	New Zealand	50.0%	50.0%
Ravensdown Shipping Services Pty Limited[1]	Shipping services	Australia	50.0%	50.0%
New Zealand Phosphate Company Limited	Fertiliser research	New Zealand	50.0%	50.0%
Hyperceptions Limited	Hyperspectral imaging	New Zealand	50.0%	50.0%

[1]D3(a). Material Joint Ventures (Equity Accounted)

	2026	2025
Percentage Ownership Interest	50%	50%
Carrying amount of interest in joint venture		
Non-current assets	43,079	57,831
Current assets*	44,716	63,730
Non-current liabilities**	20,886	28,657
Current liabilities***	26,707	42,908
Net assets (100%)	40,202	49,997
Group's share of net assets (50%)	**20,101**	**24,999**

* *Including cash and cash equivalents - 2026 $31.3 million (2025: $40.8 million).*

** *Non-current liabilities other than trade and other payables and provisions - 2026 $20.9 million (2025: $28.7 million).*

*** *Current liabilities other than trade and other payables and provisions - 2026 $22.2 million (2025: $28 million).*

Material Joint Ventures

Ravensdown Shipping Services Pty Limited (RSS) is an unlisted material joint venture in which the Group has joint control and a 50% ownership interest (2025: 50%), but in which day to day management resides with the local joint venture partner. RSS is one of Ravensdown's strategic partners. It is based in Melbourne, Australia and is principally engaged in marine freight chartering services.

RSS is structured as a separate vehicle and the Group has a residual interest in its net assets. Accordingly, the Group has classified its interest in RSS as an equity-accounted joint venture.

The adjacent table summarises the financial information of RSS as included in its own financial statements. The table also reconciles the summarised financial information to the carrying amount of the Group's interest in RSS.

D. Group structure continued

[1]D3(a). Material Joint Ventures (Equity Accounted) continued

Group's share of total comprehensive income	2026	2025
Revenue	175,210	189,119
Depreciation and amortisation	34,423	28,469
Interest expense	3,270	2,347
Income tax expense	4,015	2,180
Profit and total comprehensive income (100%)	5,732	7,674
Profit and total comprehensive income (50%)	**2,867**	**3,838**
Dividends received by the group	**7,771**	**6,394**

D4. Associates (Equity Accounted)

	Principal Activity	Country of Incorporation	Interest (%) 2026	Interest (%) 2025
Cropmark Seeds Limited	Forage plant breeding and marketing	New Zealand	26.6%	26.6%
Southstar Technologies Limited	Fertiliser coatings and development	New Zealand	20.4%	20.4%

D5. Other Investments

Ravensdown designated the investments shown below as equity securities at fair value through other comprehensive income (FVOCI) because these equity securities represent investments that Ravensdown intends to hold for the long term strategic purposes.

	Fair value as at 31 May	
	2026	2025
AgriZero^{NZ} LP units and Centre for Climate Action Joint Venture Limited GP shares[1]	6,958	4,410
Other investments	3,288	2,123
	10,246	**6,533**

1 In 2026 a fair value decrease of $42,000 was recognised for the AgriZeroNZ LP investment (2025: $Nil).

Level 3 fair values are measured using the following techniques and inputs:

AgriZero^{NZ} Limited Partnership units are valued using a market approach based on the Existing LP capital raise pricing of $0.943906 per unit, applied to 7,000,000 units. Fair value moves in direct proportion to the unit price.

Centre for Climate Action Joint Venture Limited GP shares, and other investments, are measured at cost as the best available proxy for fair value, reflecting the absence of observable market transactions and the early-stage nature of these investments. No reasonably possible alternative fair value inputs have been identified for these holdings.

E. Other information

In this section
This section includes the remaining information relating to Ravensdown's financial statements which is required to comply with NZ IFRS.

E1. Related Parties

	2026	2025
Transactions with equity-accounted investees		
Dividends received	9,113	6,847
Sales of goods and services	347	167
Purchases of goods and services	(83,655)	(76,487)
Net trade (payables)	(93)	(83)
Closing advances	408	715

During the year Ravensdown entered into a number of transactions for the sale and purchase of goods from its equity accounted investees. All transactions between companies were carried out on a commercial basis.

Related parties are the equity accounted investments disclosed in notes D3 and D4.

Transactions with key management personnel are disclosed in note A3.

E2. Auditor's Remuneration

	2026	2025
Auditor's remuneration to KPMG comprises:		
Audit of financial statements	326	331
Total auditor's remuneration	**326**	**331**

E3. Capital Commitments

At 31 May 2026, Ravensdown had capital commitments of $37.8 million, $18.5 million contractual commitments and $19.3 million in approved future spend (2025: $23.5 million, $9.1 million contractual commitments and $14.4 million in approved future spend). Capital commitments relate to investment in New Zealand assets, infrastructure and investments. Capital commitments are recognised after a formal capital review and approval process.

E4. Contingent Liabilities

Ravensdown had no contingent liabilities at balance date (2025: $Nil).

E5. Subsequent Events

There have been no events subsequent to balance date which would have a material effect on Ravensdown's financial statements to 31 May 2026.

RAVENSDOWN LIMITED (NZBN 9429040365763)

Resolution of directors pursuant to section 10 of the co-operative companies act 1996

RESOLVED that, in the opinion of the undersigned directors of Ravensdown Limited (Company), the Company has throughout the financial year ended 31 May 2026 and since the date of registration of the Company under the Co-operative Companies Act 1996 (Act), been a co-operative company within the meaning of the Act on the following grounds:

1. the Company has carried on, as its principal activity, a co-operative activity as that term is defined in the Act;
2. the constitution of the Company states its principal activities as being co-operative activities;

   and
3. not less than 60% of the voting rights of the Company have been held by transacting shareholders, as that term is defined in the Act.

Bruce William Massy Wills	David Alexander Biland	Antony John Carter
Michael Gerard Davey	Katherine Vivienne Faulks	Jane Montgomery
Jacqueline Sara Rowarth	Jane Barbara Smith	Graham Robert Stuart

Dated this 25th day of June 2026

To the Shareholders of Ravensdown Limited

Report on the audit of the consolidated financial statements

Opinion

We have audited the accompanying consolidated financial statements which comprise:

- the consolidated statement of financial position as at 31 May 2026;
- the consolidated income statement, statements of other comprehensive income, changes in equity and cash flows for the year then ended; and
- notes, including material accounting policy information and other explanatory information.

In our opinion, the accompanying consolidated financial statements of Ravensdown Limited (the Company) and its subsidiaries (the Group) on pages 64 to 105 present fairly in all material respects:

- the Group's financial position as at 31 May 2026 and its financial performance and cash flows for the year ended on that date;
- In accordance with New Zealand Equivalents to International Financial Reporting Standards (NZ IFRS) issued by the New Zealand Accounting Standards Board and the International Financial Reporting Standards issued by the International Accounting Standards Board.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

We are independent of Ravensdown Limited in accordance with Professional and Ethical Standard 1 International Code of Ethics for Assurance Practitioners (Including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (**IESBA Code**), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with Professional and Ethical Standards 1 and the IESBA Code.

Our responsibilities under ISAs (NZ) are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report.

Other than in our capacity as auditor we have no relationship with, or interests in, the Group.

Materiality

The scope of our audit was influenced by our application of materiality. Materiality helped us to determine the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and on the consolidated financial statements as a whole. The materiality for the consolidated financial statements as a whole was set at $6.25 million determined with reference to a benchmark of the Group's total expenses. We chose the benchmark because, in our view, this is a key measure of the Group's performance.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements in the current period. We summarise below those matters and our key audit procedures to address those matters in order that the Shareholders as a body may better understand the process by which we arrived at our audit opinion.

Our procedures were undertaken in the context of and solely for the purpose of our audit opinion on the consolidated financial statements as a whole and we do not express discrete opinions on separate elements of the consolidated financial statements.

The key audit matter	How the matter was addressed in our audit
Measurement of bulk inventory on hand – note B4	
The Group has inventory of $147 million at 31 May 2026, of this $130 million relates to bulk fertiliser stored at the Group's manufacturing sites and stores across New Zealand. The carrying amount of bulk fertiliser is determined by multiplying the quantity on hand by the unit cost. Key judgments in this calculation are the estimation of volume and the selection of relevant density factors: • **Volume**: as bulk fertiliser is placed in and drawn from storage, it settles in irregular shapes. Management determines volume based on visual inspection and calculation of relevant volumes; and • **Bulk density factors**: the estimated volume is multiplied by a bulk density factor to calculate the quantity on hand. The bulk density factor is the estimated weight of a fertiliser product in a given volume. The density of fertiliser can change with compaction and atmospheric conditions. A pile of fertiliser may comprise multiple shipments of fertiliser, each with different bulk density factors. Due to the estimation required in calculating the volume of bulk fertiliser on hand, and selecting the appropriate bulk density factor, when combined with the magnitude of the overall balance at 31 May 2026 we consider the measurement of bulk inventory to be a key audit matter.	Our audit procedures included, amongst others: • Attending annual inventory counts at material manufacturing sites and other storage locations on a rotational basis. • Calculating volumes at those counts for all bulk inventory and comparing those with management's assessment and challenging where significant differences identified. • Checking that agreed volumes of bulk inventory inspected at annual inventory counts were reflected in the inventory records. • Agreeing the bulk density factor selected from laboratory testing to the factor used in measuring the quantity of bulk inventory on hand. • Comparing bulk density factors applied against external comparatives and previous measurements for the same products. • Investigating bulk density factors that fell outside our predetermined testing thresholds and challenging management's estimates and estimation policies. • Recalculating bulk density factors applied from underlying bulk density data for selected inventory items and observing a bulk density measurement. • Validating the stated description of certain inventory products selected from annual inventory count attendance to results from laboratory testing. • Assessing management's count results from inventory counts not directly attended, including reviewing cyclical counts performed during the year and modifying our audit procedures as appropriate. **Our findings** We completed these procedures and have no matters to report.

The key audit matter	How the matter was addressed in our audit
Impairment of non-current assets - note B1	
Although the Group's result has improved in 2026, recent periods' results have been subdued, reflecting challenging economic conditions for co-operative members and a structural reduction in the overall demand for fertiliser across the industry. This, combined with the further uncertainty arising from the Iran-war, has led the directors to conclude that there existed indicators of asset impairment at 31 May. Where an indicator of impairment is identified, an impairment test must be performed. Determining the level at which to perform this testing (identifying the cash-generating unit "CGU") requires significant judgment and ongoing assessment. Determining the recoverable amount of each CGU requires management to make assumptions relating to the discount rate, forecast financial performance (including forecast sales volumes), and terminal growth rates (amongst other factors). These assumptions are subject to estimation uncertainty and require management judgment. The determination of the appropriate carrying amounts for each CGU (including the allocation of corporate assets) also requires the exercise of management judgment and can have a material impact on the impairment assessment outcome. For these reasons, we considered the impairment of non-current assets to be a key audit matter.	Our audit procedures included, amongst others: • Reviewing management's assessment of indicators of impairment against the requirements of the applicable financial reporting framework. • Assessing and challenging the continued reasonableness of management's formal identification of the appropriate CGUs to perform impairment testing as determined in previous periods, and where changes, the appropriateness of any reassessment. • For the aerial spreading CGU, reviewing management's application of the required impairment testing methodology under NZ IAS 36. This included challenging the determination of recoverable amounts and management's considerations relating to the allocation of any impairment losses determined. • Assessing the reasonableness of key assumptions including the discount rate, terminal growth rate, and forecast financial performance (including forecast sales volumes). We involved our corporate finance specialists to assist in elements of this assessment. • Checking the appropriateness and accuracy of the methodology applied to determine the recoverable amount for each cash-generating unit. • Performing cross-checks of the model outcomes against relevant external information. • Performing sensitivity analysis over management's recoverable amount models to assess for sensitivity to reasonably possible changes in assumptions. • Checking the appropriateness and accuracy of management's determination of the carrying amounts for each CGU, including the reasonableness and consistency of corporate asset allocations. • Checking the appropriateness of the disclosures in the consolidated financial statements, particularly in respect of sensitivity analysis that illustrates the range of potential impairment testing outcomes for reasonably possible changes in assumption. **Our findings** We have completed the above procedures and draw readers' attention to Note B1, which discloses the results of the impairment assessment performed by management and sensitivity analysis demonstrating the impact of reasonably possible changes in assumptions on that outcome. Note B1 also discloses the methodology applied by management to identify, and consider the allocation of, potential impairment in the aerial spreading CGU. The conclusion reflects careful consideration of various factors and the application of management judgment.

Other information

The Directors, on behalf of the Group, are responsible for the other information. The other information comprises the information included in the Annual Report but does not include the consolidated financial statements and our auditor's report thereon. The Annual Report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover any other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements our responsibility is to read the other information and in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to Directors and use our professional judgement to determine the appropriate action to take.

Use of this independent auditor's report

This independent auditor's report is made solely to the Shareholders. Our audit work has been undertaken so that we might state to the Shareholders those matters we are required to state to them in the independent auditor's report and for no other purpose. To the fullest extent permitted by law, none of KPMG, any entities directly or indirectly controlled by KPMG, or any of their respective members or employees, accept or assume any responsibility and deny all liability to anyone other than the Shareholders for our audit work, this independent auditor's report, or any of the opinions we have formed.

Responsibilities of Directors for the consolidated financial statements

The Directors, on behalf of the Group, are responsible for:

- the preparation and fair presentation of the consolidated financial statements in accordance with NZ IFRS issued by the New Zealand Accounting Standards Board and the International Financial Reporting Standards issued by the International Accounting Standards Board;
- implementing the necessary internal control to enable the preparation of a consolidated set of financial statements that is free from material misstatement, whether due to fraud or error; and
- assessing the ability of the Group to continue as a going concern. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate or to cease operations or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objective is:

- to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and
- to issue an independent auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but it is not a guarantee that an audit conducted in accordance with ISAs NZ will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is located at the External Reporting Board (XRB) website at:

https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-1-1/

This description forms part of our independent auditor's report.

The engagement partner on the audit resulting in this independent auditor's report is Matt Kinraid. For and on behalf of:

KPMG

KPMG
Christchurch

31 July 2026

Smarter farming for a better New Zealand /
Ka pūkekotia a Rongomātāne, ka poho kererū a Aotearoa.

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