20 October 2025

Dear Shareholder

Annual Meeting

It gives me great pleasure to invite you to the Annual Meeting of The New Zealand Merino Company Limited (the Company) to be held at Level 2, 123 Victoria Street Christchurch, and by Teams call, on Friday, 7 November 2025, commencing at 2.30pm.

The attached Notice of Meeting includes all the information for the meeting including the resolutions and how to attend, ask questions and vote.

Annual Report

The Annual Report for the year ended 30 June 2025 is available to view and download from the Company website: www.nzmerino.co.nz/investors.

Dividend

Given the current business performance the board has determined not to pay a dividend this year.

Directors' Fees

The Board policy is to review directors' remuneration on a two-yearly basis with directors' fees benchmarked to comparable companies. However, due to COVID-19 and subsequent headwinds, the directors' remuneration has not been increased since 2019.

Following a benchmarking exercise the Board agreed to increase the Directors' fees as follows:

	Previous fees	New fees
Chair of the Board	$90,000	$100,000
Director (base)	$45,000	$50,000
Chair of Audit & Risk Committee	Base + $9,000	Base + $10,000
Chair of Tiaki Tangata Committee	Base + $9,000	Base + $10,000
Deputy Chair of the Board	Base + $9,000	Base + $10,000

While most of the agenda items are largely administrative, I would like to draw to your attention to the three resolutions to be voted on at the meeting:

- Election of Independent Director.
- Re-election of Paul Ensor as a Grower-Appointed Director.
- Auditor's remuneration: That the Directors of the Company are authorised to fix the auditor's remuneration for the year ending 30 June 2026.

Detail of each of the resolutions, and explanatory notes, are included in the notice of meeting.

You will be asked to attest as to whether you meet the definition of a Grower Shareholder. Only Shareholders that meet the definition of a Grower – and therefore can be defined as a Grower Shareholder – can vote on resolutions to appoint Grower-Appointed Directors.

I invite all shareholders who are attending the Annual Meeting in person to join the Board and management team for drinks and nibbles following the conclusion of the meeting.

I look forward to seeing you at the Annual Meeting.

Yours faithfully

Kathryn Mitchell
CHAIR