



# 100% FARMER OWNED

AN AUSTRALIAN FARMER OWNED DAIRY CO-OPERATIVE

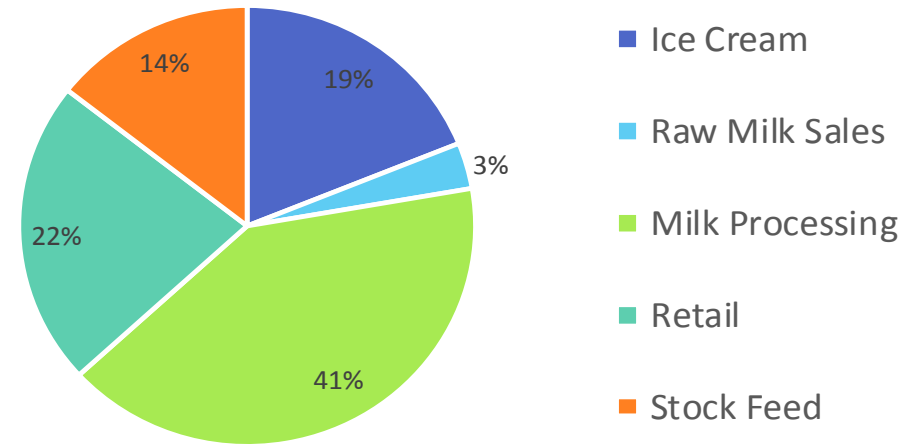
**Presentation: “The Value of a Co-operative in  
Today’s World”  
Greg McNamara**



# Norco Fact Sheet

- True Co-operative - one member one vote
- \$638 million turnover
- Diverse business:
  - Manufacture:
    - fresh milk products
    - ice cream
    - ice confection
    - yoghurt
  - Rural Retail/Agri
    - 30 stores
    - 2 feed mills
    - agricultural commodity trading

Norco Sales



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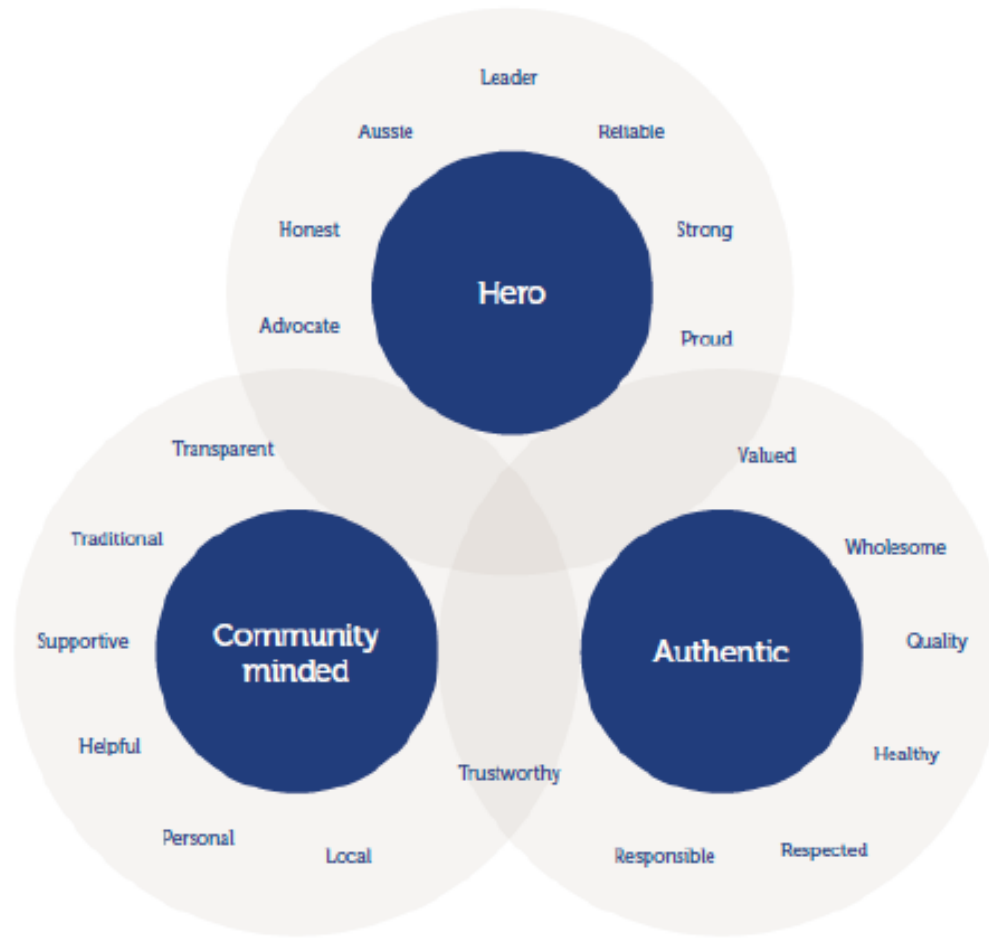


Lets take the opportunity to reflect on our Norco brand character



**Character Statement**

*Norco is a 100% Australian Farmer Owned, community minded organisation, producing authentic Australian dairy products for over a century. Norco is a hero for dairy farmers and consumers alike!*



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# Communicating Message to Customers / Markets

Consumers crave:

- Authenticity
- Transparency
- Sense of being a partner
- Understanding of your values and theirs



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# As Co-operatives we need to

- Stay true to our core values
- Build a proposition that sets the co-operative apart from its competitors
- Our owners are why we exist
- Commercial focus driven by co-operative minded people
- Our relationships with all our stakeholders are the key to future success



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# ESG, Environmental, Social and Governance

- It comes naturally to Co-operatives
- Our members are farmers and are stewards of the land
- Co-operatives embrace community and social impacts through business operations and future investments
- Our members are highly tuned on Governance issues, combining ESG principles is part of our DNA



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# Collaboration for Success

## Example – Cooperative Alliance

- Like minded agricultural co-operatives collaborating
- Unified voice to Government on co-operative issues
- Demonstrates similarities across agriculture: aging farm population, increasing costs not been able to be passed on, increasing regulation, a younger generation that communicate differently and not necessarily interested in taking on the family farm
- Demonstrated that collaboration does work resulting in the Farming Together project.



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# Take home message – “Something to remember”

- Not everyone wants to work co-operatively
- A small dissenting group often feels like the majority
- Encouraging the majority via informing and educating is the enabler to giving them a voice



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**Thankyou**

