

**ASX Release – Company Announcement****28 September 2026****Nufarm investor event presentation**

Enclosed is the presentation to be delivered across today and tomorrow at Nufarm's investor event by Nufarm Managing Director and Chief Executive Officer, Rico Christensen and other senior executives.

- ends -

**Authorised by**

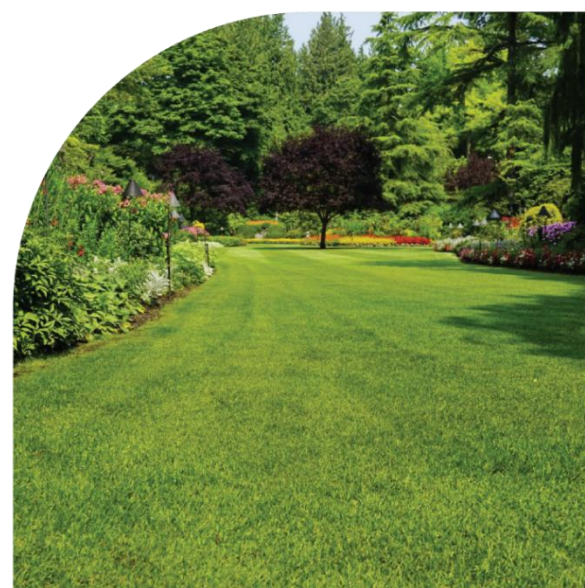
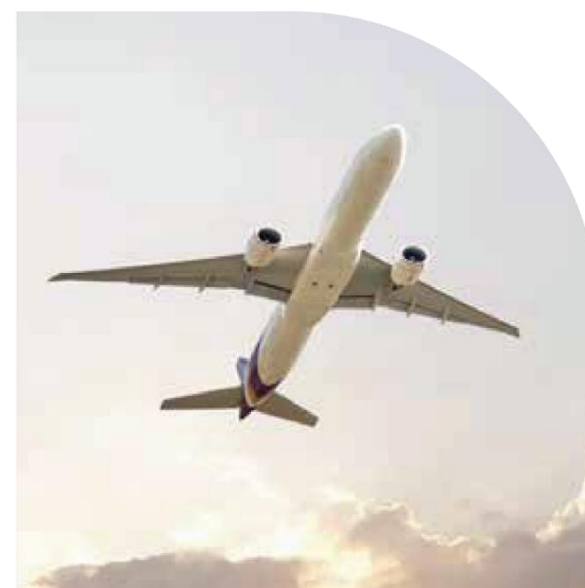
Kate Hall  
Company Secretary

**Investor contact**

Grant Saligari - General Manager Investor  
Relations and Corporate Development  
grant.saligari@nufarm.com

**About Nufarm**

Nufarm is a global crop protection and seed technologies company that helps farmers and businesses meet the global challenges of food, feed, fibre and sustainable fuel production. Nufarm brings its proven agility, innovation capabilities and partnerships to help its customers in a rapidly changing world. Established over 100 years ago, it is listed on the Australian Securities Exchange (ASX:NUF) with its head office in Melbourne, Australia.



# Investor Days

28 & 29 September 2026

 nufarm

# Disclaimer

## General

This presentation has been prepared by Nufarm Limited. The information contained in this presentation is for informational purposes only as at the date of this presentation on 28 September 2026. The information contained in this presentation is not investment or financial product advice & is not intended to be used as the basis for making an investment decision. The presentation is not intended (nor does it) constitute an offer or invitation by or on behalf of Nufarm Limited, its subsidiaries, or any other person to subscribe for, purchase or otherwise deal in any securities, nor are they intended to be used for the purpose of or in connection with any offers or invitations to subscribe for, purchase or otherwise deal in any securities. This presentation has been prepared without taking into account the investment objectives, financial situation or particular needs of any particular person.

## Forward looking statements

No representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions & conclusions contained in this presentation. To the maximum extent permitted by law, none of Nufarm Limited, its directors, employees or agents, nor any other person accepts any liability, including, without limitation, any liability arising out of fault or negligence, for any loss arising from the use of the information contained in this presentation.

This presentation includes certain forecasts, outlook statements, prospects or returns, & other forward looking statements that are based on information & assumptions known to date & are subject to various risks & uncertainties including (without limitation) changes in product demand, the timing & success of new product launches, decisions by regulatory authorities regarding approval & ongoing registration of our products, operational changes, difficulties or delays in manufacturing, third party supply interruptions, weather volatility, cyberattack/unauthorised access, the loss of key personnel, safety incidents, environmental damage, product contamination & quality, compliance breaches, litigation or government investigations, loss of or infringement of the company's intellectual property, infringement of third party intellectual property, global economic & geo-political uncertainty & conflict including in the Middle East, energy security & inflation including increases in costs of goods, commodity price & market selling price volatility, access to finance, foreign exchange exposure & the effect of economic conditions generally. Actual results, performance or achievements may be significantly different from those expressed in, or implied by, these forward looking statements. Such forward looking statements are not guarantees of future performance. Many of the known & unknown risks & uncertainties impacting these forward looking statements are beyond the control of Nufarm Limited. Further information is contained in Nufarm's 2025 Annual Report which is available at Nufarm's corporate website. Accordingly, no representation or warranty, express or implied, is given as to the accuracy, completeness or correctness, likelihood of achievement or reasonableness of any forward looking statements contained in this presentation.

Before making an investment decision, you should consider, with or without the assistance of a financial advisor, whether an investment is appropriate in light of your particular investment needs, objectives & financial circumstances. Past performance is no guarantee of future performance.

## Non-IFRS information

Nufarm Limited results are reported under International Financial Reporting Standards (IFRS) including Underlying EBIT & Underlying EBITDA which are used to measure segment performance. The presentation also includes certain non-IFRS measures including Underlying net profit after tax & Gross profit margin. These measures are used internally by management to assess the performance of our business, make decisions on the allocation of our resources & assess operational management. Non-IFRS measures have not been subject to audit or review. Certain figures may be subject to rounding differences. Refer to Appendices for the definitions of non-IFRS information & a reconciliation of Underlying EBIT & Underlying EBITDA to Operating profit. All market share information in this presentation is based on management estimates based on internally available information unless otherwise indicated. All amounts are in Australian dollars unless otherwise stated.

# Welcome and the program's agenda

## Day 1

Monday 28 September 2026

**CEO presentation**  
Strategy and business direction

**CFO presentation**  
Financial performance and outlook

**Field visit**  
Precision Agriculture

**Field visit**  
ATTERO

## Day 2

Tuesday 29 September 2026

**Nufarm Innovation Centre**  
Crop Protection

**Nufarm Innovation Centre**  
Seed Technologies

**Site tour**  
Seeds from lab to trial plots

**Site tour**  
Seeds building disease resistance

# Evolving Ag

## One strategy shaping Nufarm's future

Rico Christensen - CEO



# About Nufarm

Nufarm is a global crop protection and seed technologies company that helps farmers and businesses meet the global needs of food, feed, fibre and fuel production.

A\$3b Revenue

A\$370-380m uEBITDA<sup>1</sup>

3,100 employees

CROP PROTECTION

SEED TECHNOLOGIES

CROP PROTECTION



Resilient business with diversified geographic exposure

Strong positions in key markets

Partnering with leading R&D companies



CEREAL



TREES, NUTS & VINES



SOYBEAN

SEEDS



#1 Southern hemisphere canola<sup>2</sup>



SORGHUM



CANOLA



CARINATA



SUNFLOWER

RENEWABLE OILS



Leading player in proprietary low carbon feedstocks<sup>3</sup>

APAC

NORTH AMERICA

EUROPE

SOUTH AMERICA

AUSTRALIA

NORTH AMERICA

# Agriculture is evolving

Creating new opportunities for differentiation and adaption to the bioeconomy

For personal use only

## Industry shift

### **Advantage is shifting from breadth to quality and differentiation**

In a market of unprecedented visibility, uniqueness stands out. Being everything to everybody is the enemy of low cost to serve.

### **Growers are paying for proven economic return**

Farmers face old, new and emerging pain points, under pressure from rising costs and capital constraints.

### **R&D is becoming more democratised**

Large-scale R&D platforms are too expensive and slow, while start-ups and specialists proliferate seeking partners.

### **The bioeconomy is opening new value pools**

Agriculture has broadened beyond food, feed and fibre; biofuels and bio-nutritionals are driving demand for oilseed crops.

# Nufarm is positioned to meet the challenges of the future

A sharper portfolio, partnered innovation and disciplined capital allocation driving higher, more durable returns.



**Selective in portfolio and market choices,** prioritising crops and segments with a clear right to win and aligning our cost and capital base to that focus.



**Focus the portfolio where we add value,** enable our channel partners, and reduce investment in commodity products where we have no advantage.



Source from start-ups, institutions and universities, accessing leading **innovation through partnership** while reducing technical and commercial risk.



**Investing into our high-returning seeds platform.** Also expanding carinata with bp and taking a measured approach to omega-3.

# We are investing where we can win

We are investing behind proven returns and applying discipline where returns are not currently being delivered

For personal use only

## Crop Protection

### FOCUSED INVESTMENT

Market growth supported by continued need for food, feed, fuel and fibre

Address new and existing customer pain points

Focus on investment in markets where we have portfolio strength and relevant scale

Improve where returns are not currently being delivered

## Seed Technologies

### Seeds

#### RETURNS PROVEN - GROWTH

Markets for canola and sorghum show strong growth driven by biofuels as well as continued demand in food and feed

Nufarm increasing investment behind proven seed returns

### Carinata

#### CAPITAL EFFICIENT - BUILDING

Strong growth in policy-driven biofuel markets. High rewards for carbon efficiency.

Growth funded through a capital-efficient model.

### Omega-3

#### LONGER TERM - STAGE GATED

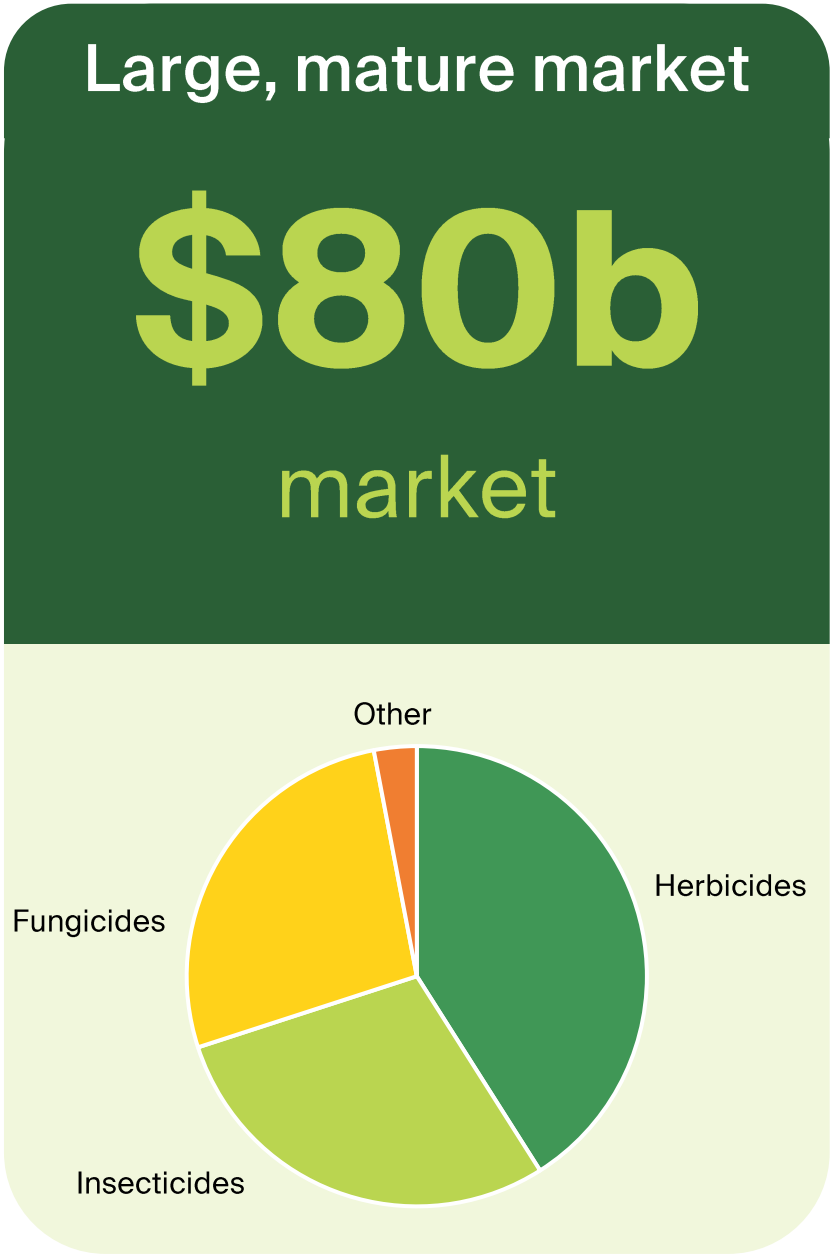
Market has recovered and trading at high levels.

Preserving long-term opportunity. Future funding tied to milestones and viable returns through market cycles.

# Crop protection is a market with opportunities

The crop protection market is large, with segments that offer growth and attractive returns

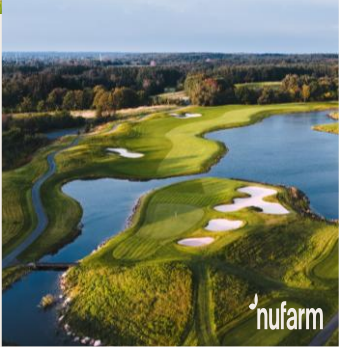
For personal use only



Source : AgbiolInvestor, 2025

We are focusing on higher growth and returning segments





Differentiated resistance management solutions

Phenoxy herbicides & mixtures: Duplosan®

Targeted resistance management: Attero™

Novel weed control: Terrador®

Biological solutions

Seed treatments & bionematicides: Trunemco®

Copper fungicides: Cuproxat®

Biological crop protection: Nuxine®, Simpell®

Specialty crops & professional markets

Trees, Nuts, Vines

Turf & Ornamentals

# Nufarm crop protection

Crop protection has generated through the cycle growth and geographically diversified earnings

## Through the cycle growth

4%

5-year Revenue CAGR<sup>1</sup>

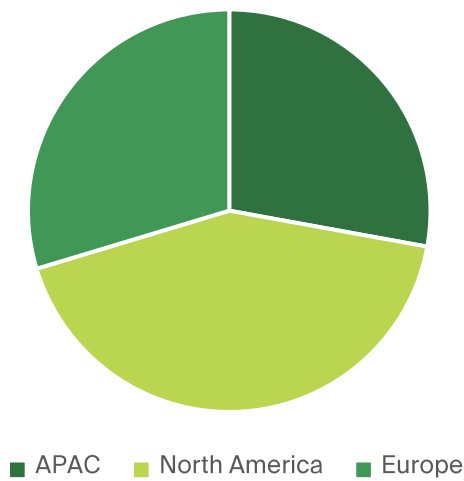
6%

5-year uEBITDA CAGR<sup>1</sup>

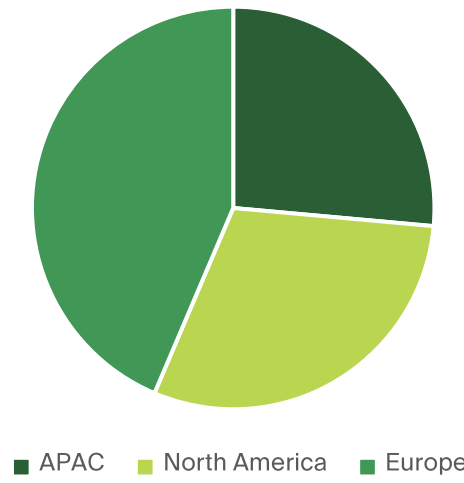
1. FY20 to FY25

## Earnings diversification

Revenue<sup>2</sup>



uEBITDA<sup>2</sup>



2. FY25

## Strong positions

- ✓ **Australia**
- ✓ **New Zealand**
- ✓ **Indonesia**
- ✓ **Turf and Ornamental**
- ✓ **Canada**
- ✓ **Phenoxy franchise**
- ✓ **Cereals Europe**

# A clear focus on where and how we win

## Focus where we have a right to win



Focusing on markets where a combination of portfolio strength, commercial relevance and innovation give Nufarm a right to win

## Innovation and differentiation



Accessed through longstanding relationships enabling Nufarm to allocate capital as technical and commercial confidence increases

## Simplified portfolio and cost base



Assets, portfolio and support costs aligned with the markets we serve

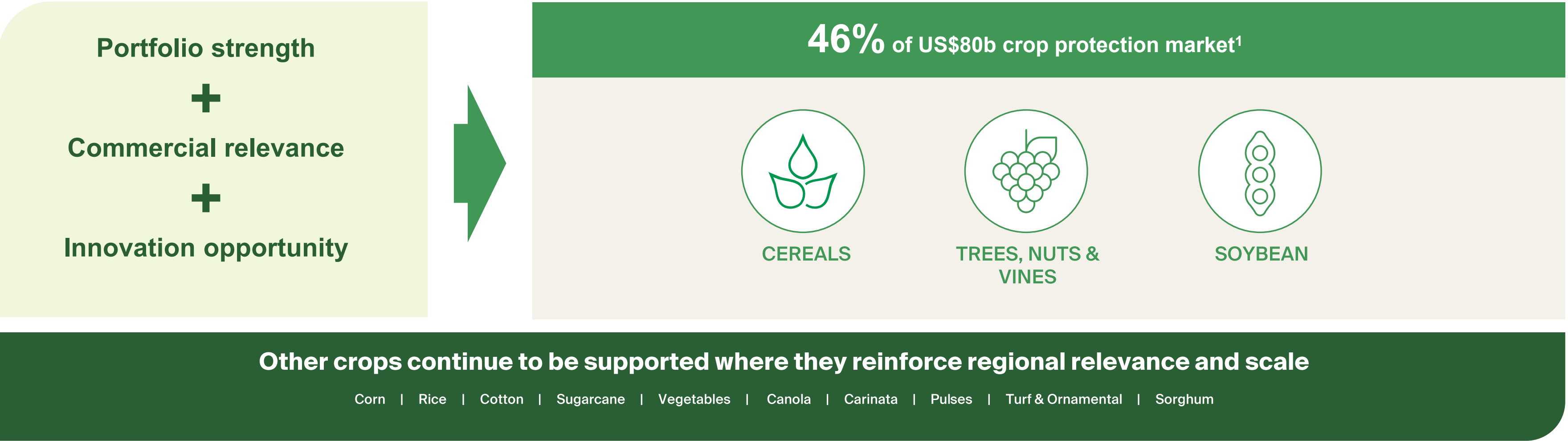
## Capital allocation based on returns



Invest where we generate strong returns. Improve before allocating more capital where returns are weaker

# By focusing on three crop systems, we align investment and resources to our strengths

Three crop systems represent a significant share of the global market and align with our portfolio strengths, are commercially relevant and offer real innovation opportunity.



1. Management estimates based on Kynetec and Agbioinvestor

# By partnering, we access innovation with lower capital and higher commercial confidence

We allocate capital as technical and commercial confidence increases



## WHY INNOVATORS PARTNER WITH NUFARM

- Access to markets
- Regulatory expertise
- Commercial execution
- Not a direct discovery competitor

## WHY IT MATTERS FOR NUFARM

- Lower technical and commercial risk
- Lower capital requirements
- Access to differentiated products
- More capital-efficient growth

# Near term pipeline

Launch Years<sup>2</sup>



Indication      ● Herbicides      ● Fungicides      ● Insecticides      ● Biologicals

Total market value: ~US\$8b

1. Total addressable market. Source: Management estimates based on Agbioinvestor, Kynetec and Farmgate. 2. Launch years are expected dates, indicated is for the first country. For products launched in more than one country, the estimated launch date may fall in different years .

# Each region has a clear role in lifting returns

One strategy, with regional priorities matched to strength and opportunity.

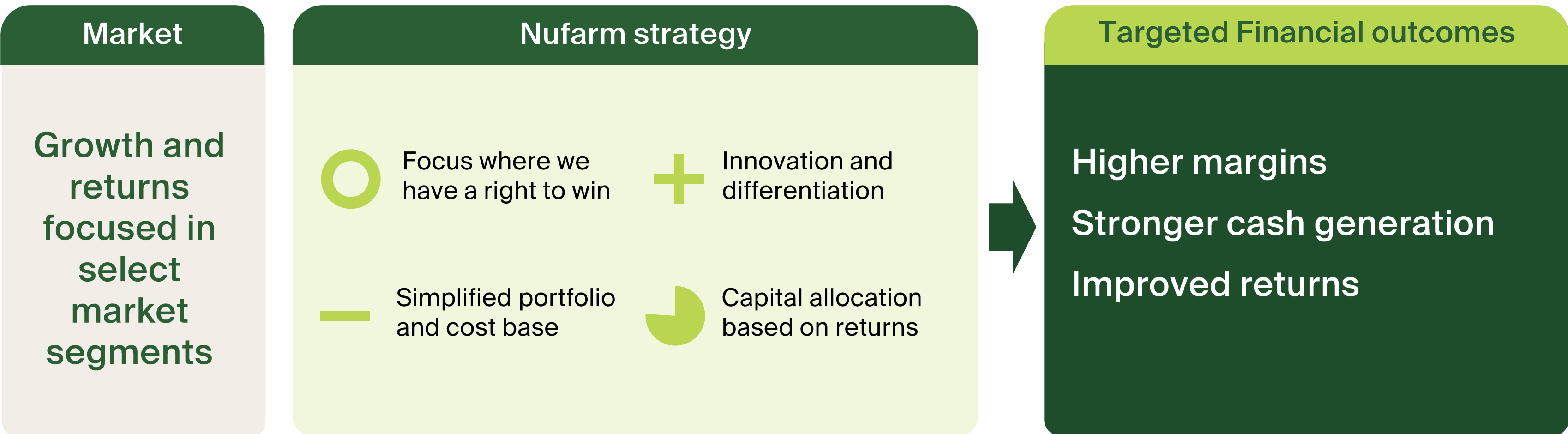
For personal use only

| ASIA PACIFIC                                                                                                                                                                                                                                                 | EUROPE                                                                                                                                                                                                                                    | NORTH AMERICA                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>Extend position &amp; focused growth</div> <div><ul style="list-style-type: none"><li>• Extend position in Australia, New Zealand and Indonesia</li><li>• Invest selectively in high returning Asian markets where we can differentiate</li></ul></div> | <div>Translate performance improvement into profitable growth</div> <div><ul style="list-style-type: none"><li>• Continued focus on disciplined growth</li><li>• Focused investment to increase portfolio differentiation</li></ul></div> | <div>Grow strong positions &amp; improve returns in US Crop</div> <div><ul style="list-style-type: none"><li>• T&amp;O and Canada – strong returns, invest for growth</li><li>• US Crop – simplify the portfolio and align the asset base</li></ul></div> |
| Focused growth                                                                                                                                                                                                                                               | Build on performance                                                                                                                                                                                                                      | Improve returns                                                                                                                                                                                                                                           |

# A more focused and higher returning business

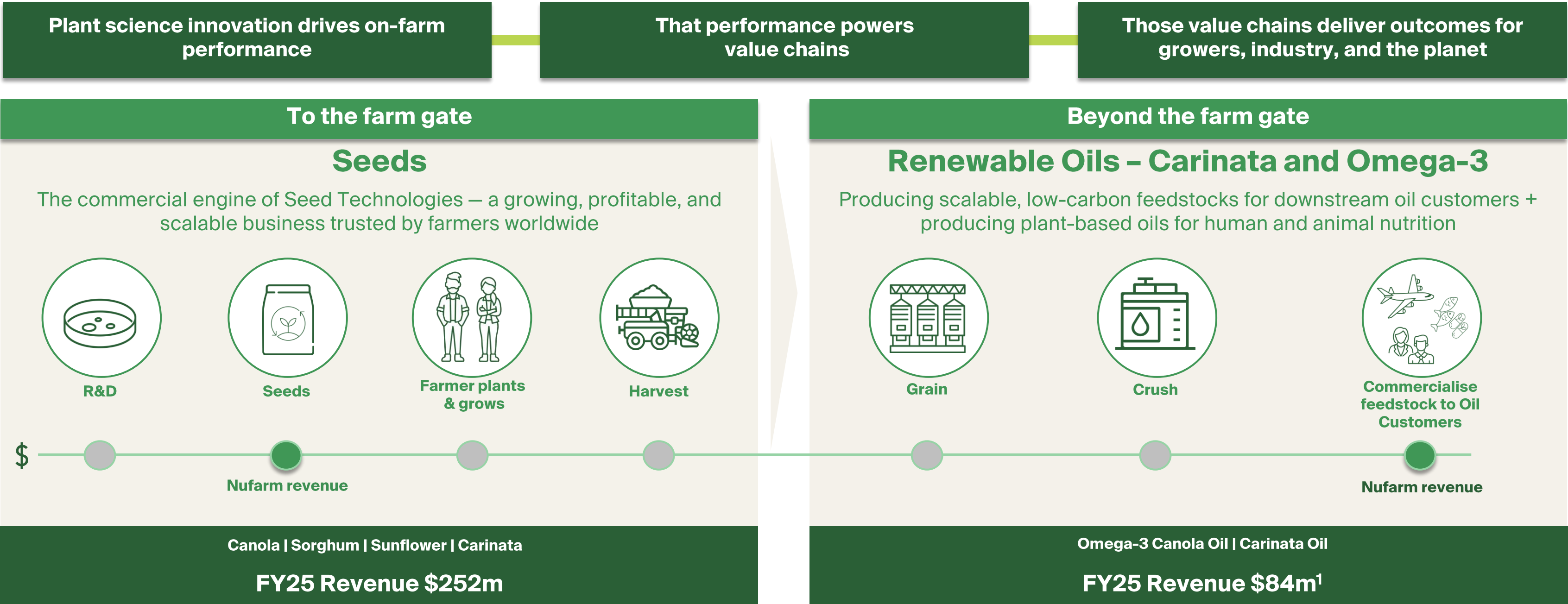
Nufarm has strong competitive positions in large and growing markets

For personal use only



# Seed Technologies

Seeds is today’s engine for returns and growth. Renewable oils leverages established capability into future growth.



1. Includes oil sales and other revenue

# Structural demand provides a substantial runway for investment in Seed Technologies

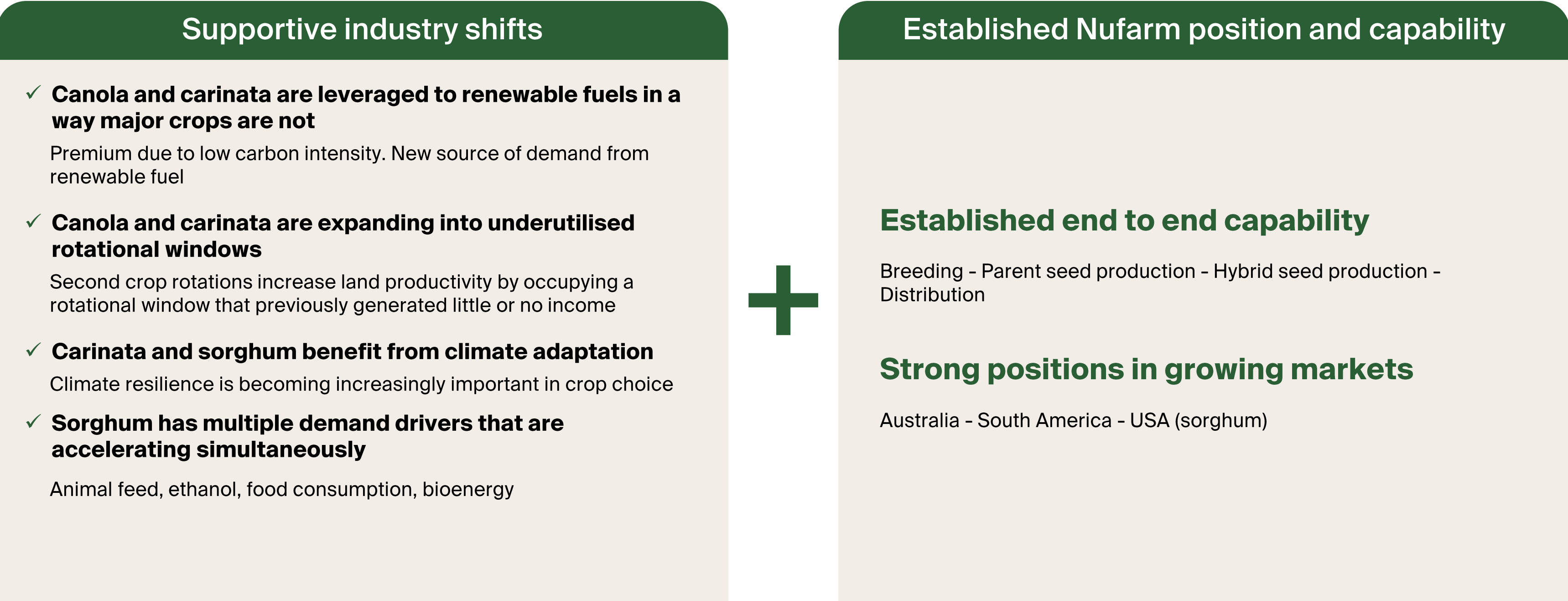
| Solutions | Human and animal nutrition                                                                                                                                           | Decarbonisation                                                                                                                                                | Scarce land and ocean resources                                                                                          |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
|           | Population growth and protein demand driving record food and feed needs<br>80% of global population in developing markets with accelerating food demand <sup>1</sup> | The global push to decarbonize is transforming the energy landscape<br><br>Biofuels and net-zero commitments are accelerating demand for sustainable solutions | With no new farmland available and pressure mounting on ocean ecosystems, productivity and innovation are non-negotiable |
|           | Seeds<br>(Canola, Sorghum, Sunflower)                                                                                                                                | ✓                                                                                                                                                              | ✓                                                                                                                        |
|           | Carinata                                                                                                                                                             | ✓                                                                                                                                                              | ✓                                                                                                                        |
| Omega-3   | ✓                                                                                                                                                                    |                                                                                                                                                                | ✓                                                                                                                        |

1. International Monetary Fund (IMF), World Economic Outlook Database

# Demand is increasing in crops where we are strong

Canola and sorghum sit at the intersection of three structural trends: renewable fuels, climate resilience and higher land-use intensity

For personal use only



# Seeds is delivering strong returns and growth

Near term investment focused to grow southern hemisphere positions.

**US\$4b** canola, sorghum, and sunflower market<sup>1</sup>

## Margins and growth

**\$252m**

FY25 Revenue

**11%**

Revenue CAGR<sup>2</sup>

**27%**

EBITDA margin<sup>3</sup>

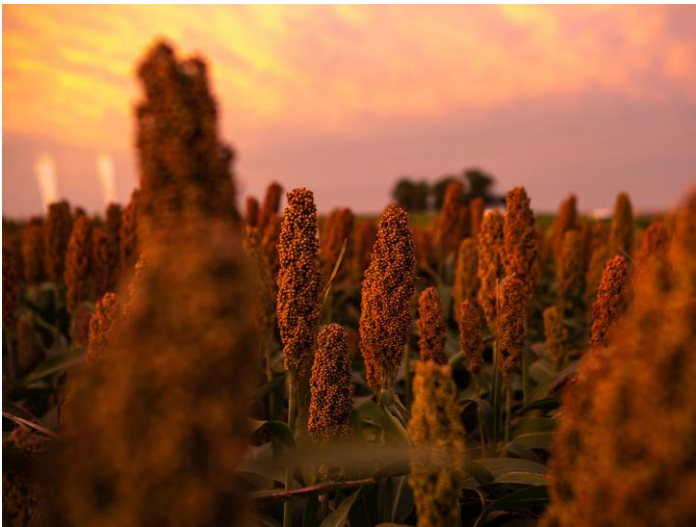
2. 5-year CAGR  
3. Average FY23-FY25

## Scalable Growth

- Where innovation meets execution: proprietary genetics, a commercial engine and deep customer relationships.

## Structural long term demand drivers

- Growing demand for vegetable oils across food, feed and fuel markets
- Increasing sorghum demand driven by ethanol expansion and feed consumption



1. United States Department of Agriculture

# Seeds is a high-quality business

Established commercial expertise, protected by IP and technology, amplified by end-to-end relationships create a significant competitive advantage.

For personal use only

## Leading market positions<sup>1</sup>



**Canola** — Leading position in Southern Hemisphere, Australian proprietary breeding program leveraged for South American expansion

**Sorghum** — top three in the Americas, innovation driving adoption momentum in Brazil

**Sunflower** — top three in the Americas, portfolio renewal driving share gains

1. Management estimates based on USDA data

## Established end-to-end capability



30+ years of breeding, genetics and local agronomic expertise

Crop expertise by design created by end-to-end system from germplasm to seed production to grower adoption

Scalable platform leveraged across five crops

## Hard-to-replicate advantage



Long-term breeding investment creates enduring differentiation

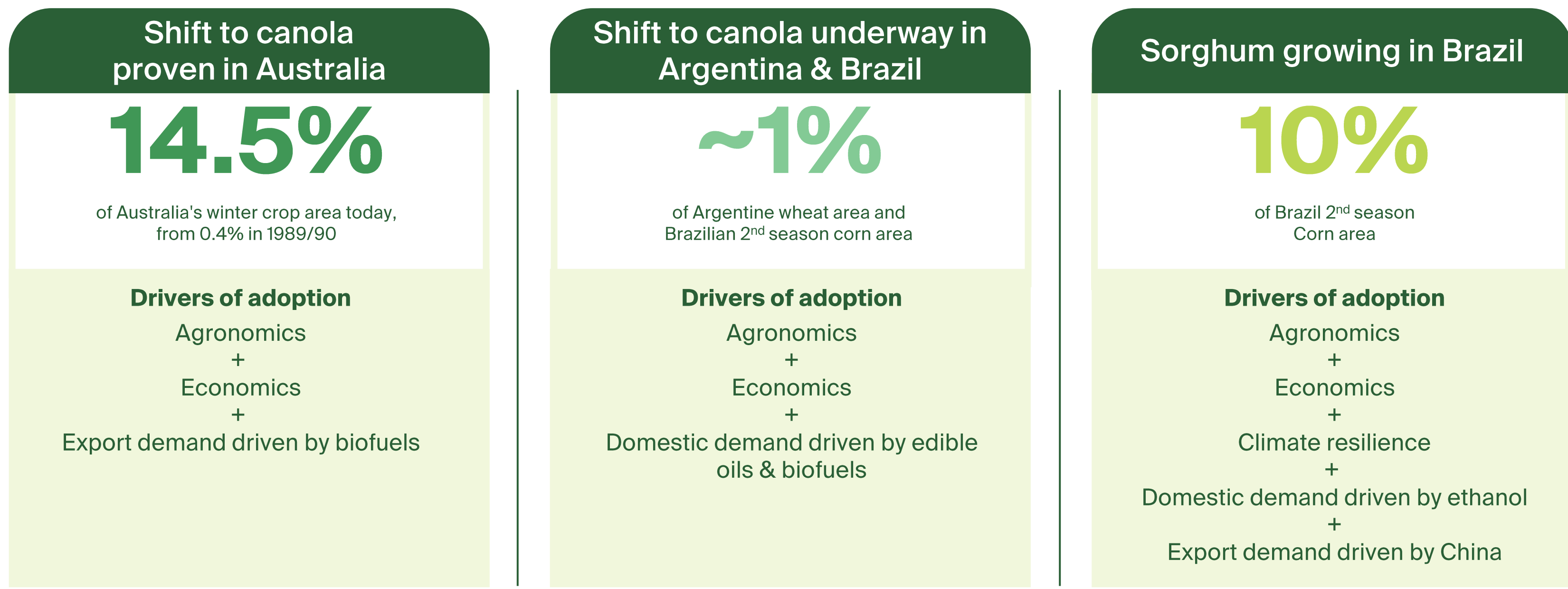
Deep local knowledge built across markets and growing seasons

Time, data and grower trust are not easily replicated

# South America offers a growth runway for canola and sorghum

Australian canola and Brazilian sorghum show how growers reallocate area when economics, agronomics and demand align

For personal use only



# Renewable Oils is well positioned to meet growing demand for low-carbon feedstocks

Carinata is favourably positioned amongst alternative feedstocks

## Mandates driving renewable fuel demand

### European Union Renewable Fuel Policies



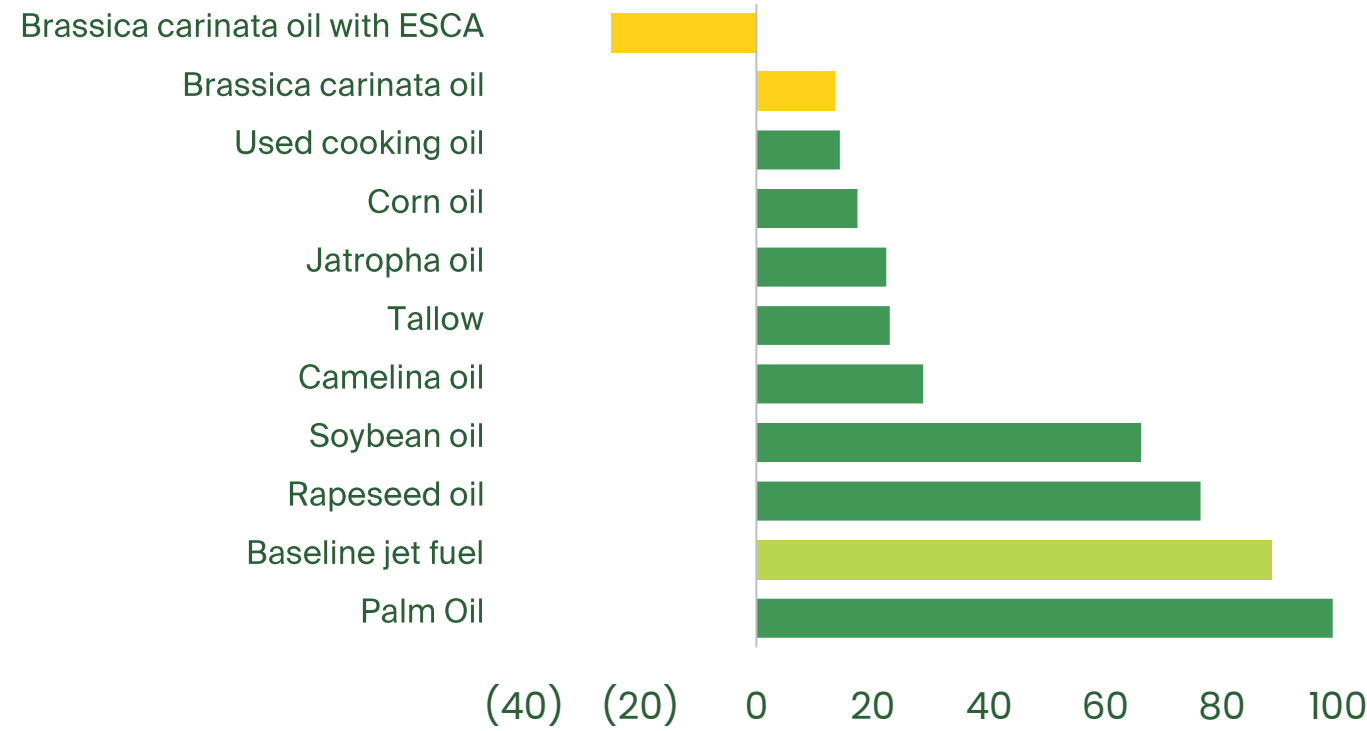
|                                     |                                                                       |
|-------------------------------------|-----------------------------------------------------------------------|
| Renewable Energy Directive (REDIII) | 29% renewable share or 14.5% GHG intensity reduction across transport |
| ReFuelEU Aviation                   | SAF Mandate<br>2% from 2025, 6% from 2030, rising to 70% by 2050      |
| FuelEU Maritime                     | 6% GHG reduction by 2030, rising to 80% by 2050                       |

### Other mandates and targets<sup>1</sup>

|                                                                                                            |                                                                              |
|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
|  <b>UK</b>             | 2% in 2025, 10% by 2030, 22% by 2040                                         |
|  <b>United States</b> | Federal RFS and state-level LCFS schemes (e.g. Calif. 30% reduction by 2030) |
|  <b>Canada</b>        | 15% Carbon Intensity reduction by 2030                                       |
|  <b>Japan</b>         | 10% SAF goal by 2030                                                         |
|  <b>Australia</b>     | Consultation on demand mechanism with 2029 target                            |

## Carinata outperforms other feedstocks

### CORSIA default life cycle emission values (fuels processed with HEFA fuel conversion process)<sup>2</sup>



Carinata Value =

GHG Difference

x GHG Price

1. UK DfT, EPA, Government of Canada, MLIT Japan, Australian Government DCCEEW. 2. ICAO CORSIA Eligible Fuels. Graph shows % CO2e emissions relative to jet fuel =100%

# Omega-3: disciplined approach to capitalise on long-term opportunity

For personal use only



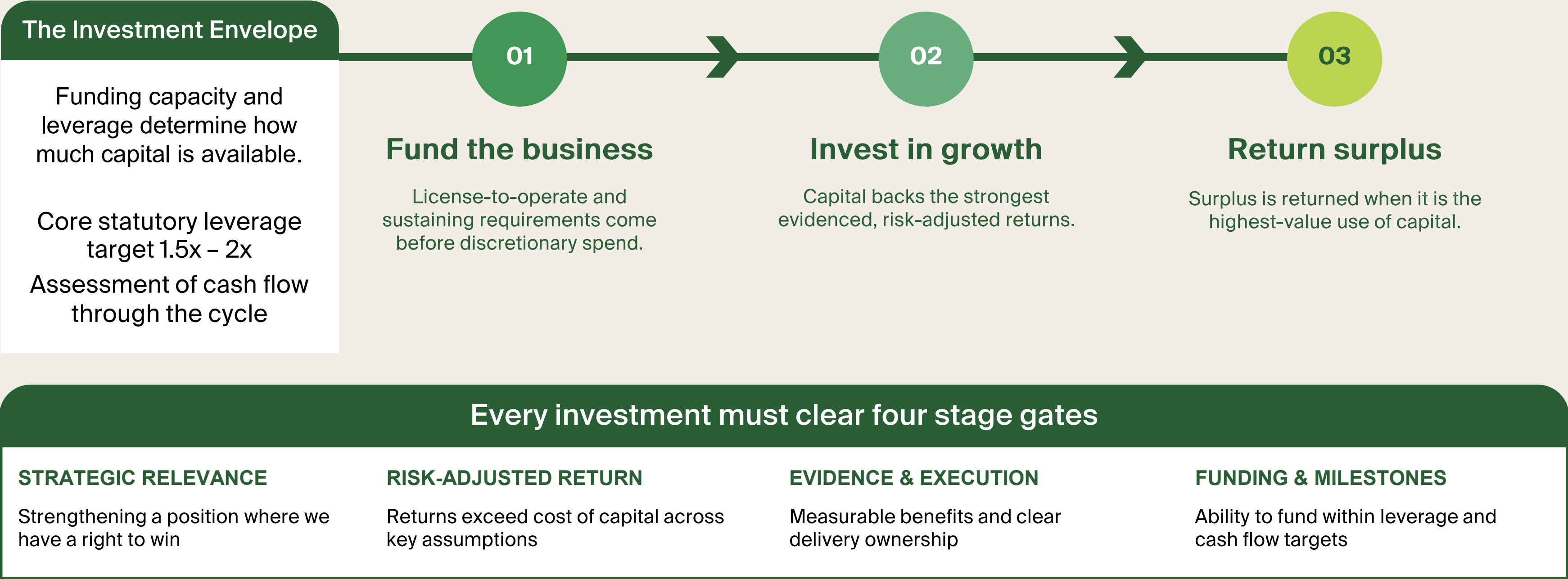
# Capital discipline, cash generation and higher returns

Brendan Ryan - CFO



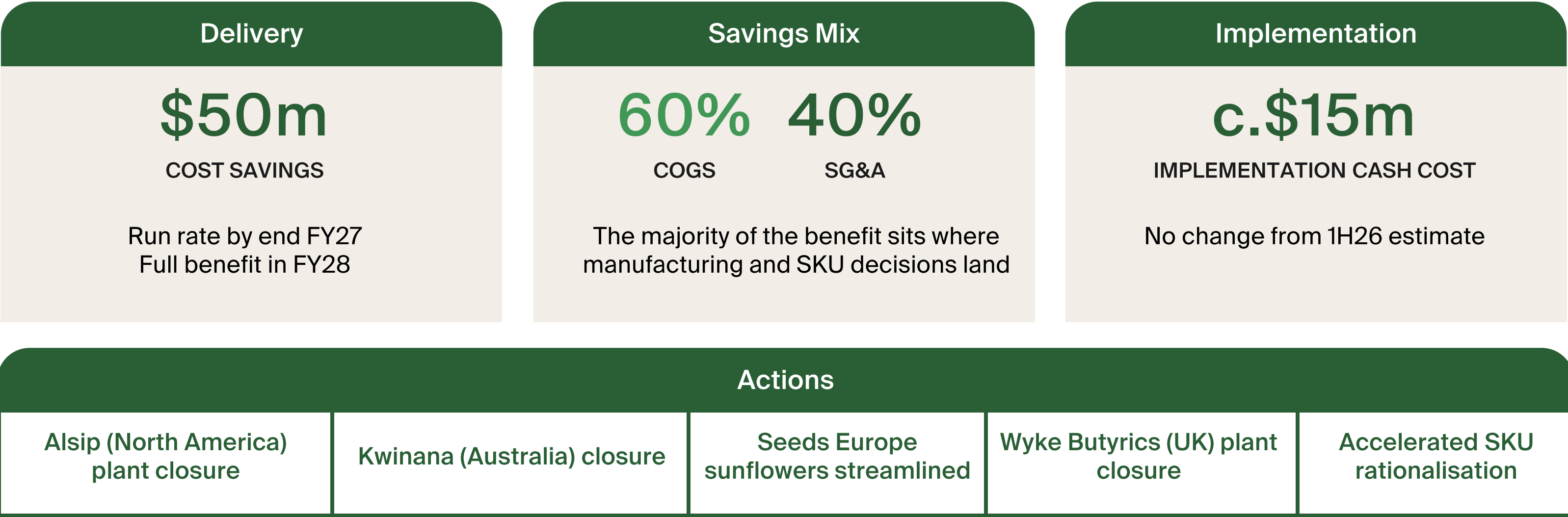
# Capital deployment follows a disciplined allocation process

For personal use only



# Our \$50m cost savings program is on track

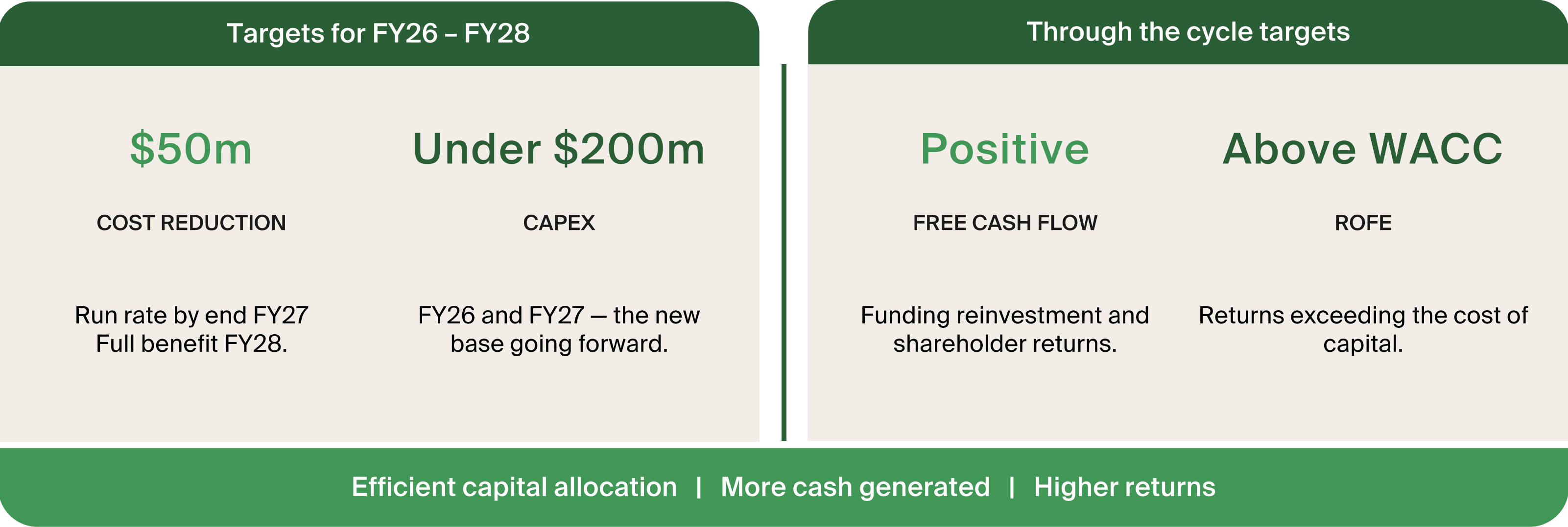
Actions are underway; the savings mix is weighted to cost of goods sold.



# Four targets make progress measurable

Disciplined capital spend, lower costs and improved cash flow and returns.

For personal use only

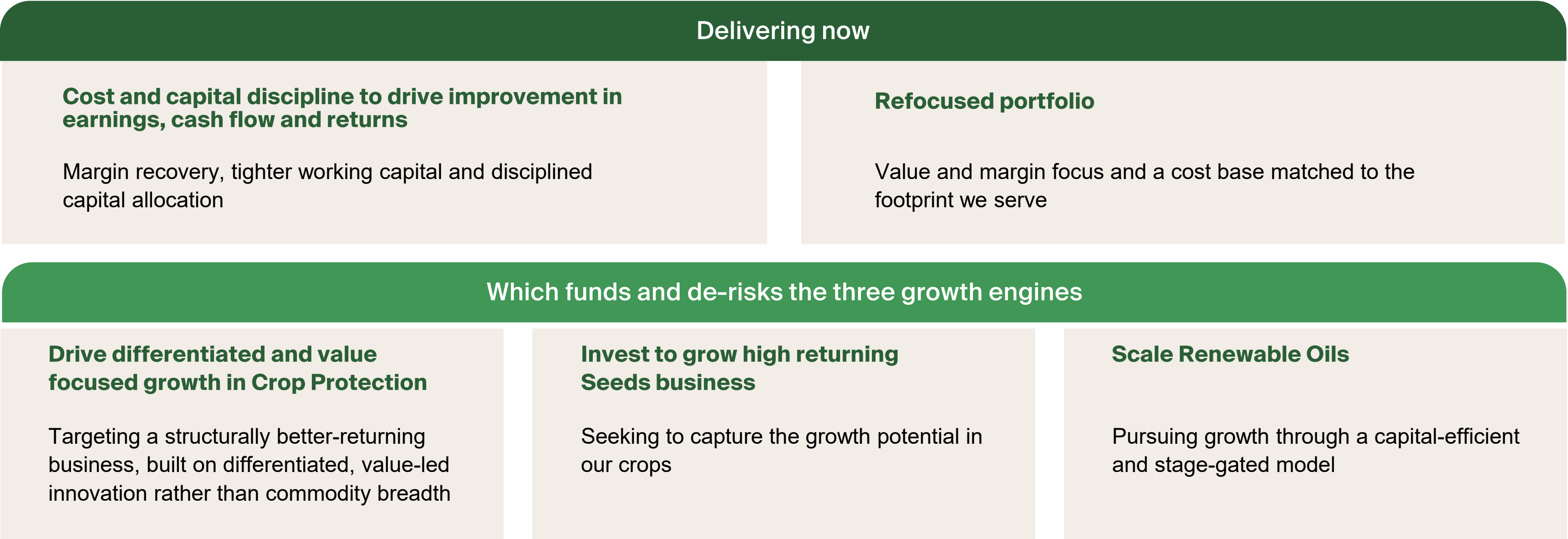


# Closing Comments

# We have a clear path to improved returns

Our priorities are being actively implemented, with early benefits emerging and future growth platforms progressing to plan

For personal use only



# Strategy is underway and we are delivering

On track to deliver EBITDA growth and positive cash flow in FY26.

For personal use only

Earnings, cash flow and leverage reduction being delivered

| 1H26 result                           |
|---------------------------------------|
| uEBITDA up 18% y/y                    |
| Leverage down 20% y/y                 |
| Free cash Flow \$193m improvement y/y |

| FY26 expectations <sup>1</sup>              |
|---------------------------------------------|
| EBITDA \$370-380m, up approximately 25%     |
| Leverage approximately 2.0x, down from 2.7x |
| Positive free cash flow                     |

Actions underway to position Nufarm for future success

| Asset optimisation underway                            |
|--------------------------------------------------------|
| Kwinana plant closure                                  |
| Wyke Butyrics plant closure                            |
| Alsip (North America) plant closure                    |
| Seeds Europe sunflowers streamlined                    |
| Accelerated SKU rationalisation c.f. business as usual |

| Portfolio actions                                                                              |
|------------------------------------------------------------------------------------------------|
| Growth capital being redirected into hybrid seeds and higher returning portfolio opportunities |
| bp offtake extended and modified.                                                              |
| Omega-3 reset retains value potential with lower level of cash spend.                          |
| New leadership appointed in Seeds and Supply Chain                                             |

1. Forward looking statements reflect Nufarm's expectations at the date of this release and are based on information and assumptions known to date. They are subject to risks and uncertainties including as outlined in more detail in our 2025 Annual Report. Full year results are preliminary and subject to audit. Actual results may be significantly different to those expressed.



Q & A

 nufarm