

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

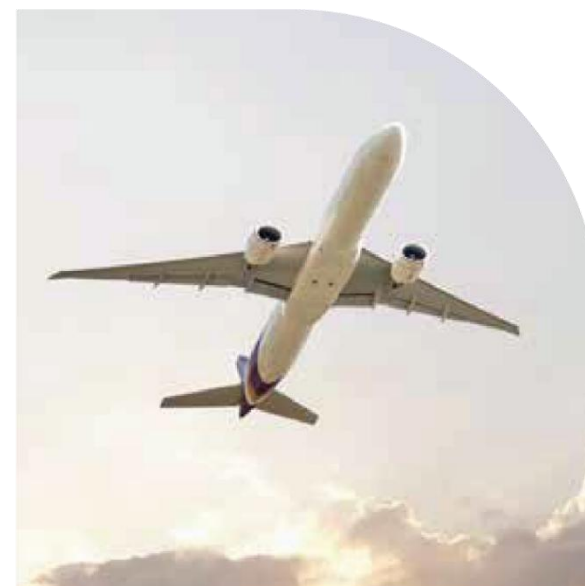
Investor contact

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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.

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Investor Days

28 & 29 September 2026

 nufarm

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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

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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 uEBITDA¹

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 canola²



SORGHUM



CANOLA



CARINATA



SUNFLOWER

RENEWABLE OILS



Leading player in proprietary low carbon feedstocks³

APAC

NORTH AMERICA

EUROPE

SOUTH AMERICA

AUSTRALIA

NORTH AMERICA

Agriculture is evolving

Creating new opportunities for differentiation and adaption to the bioeconomy

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

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

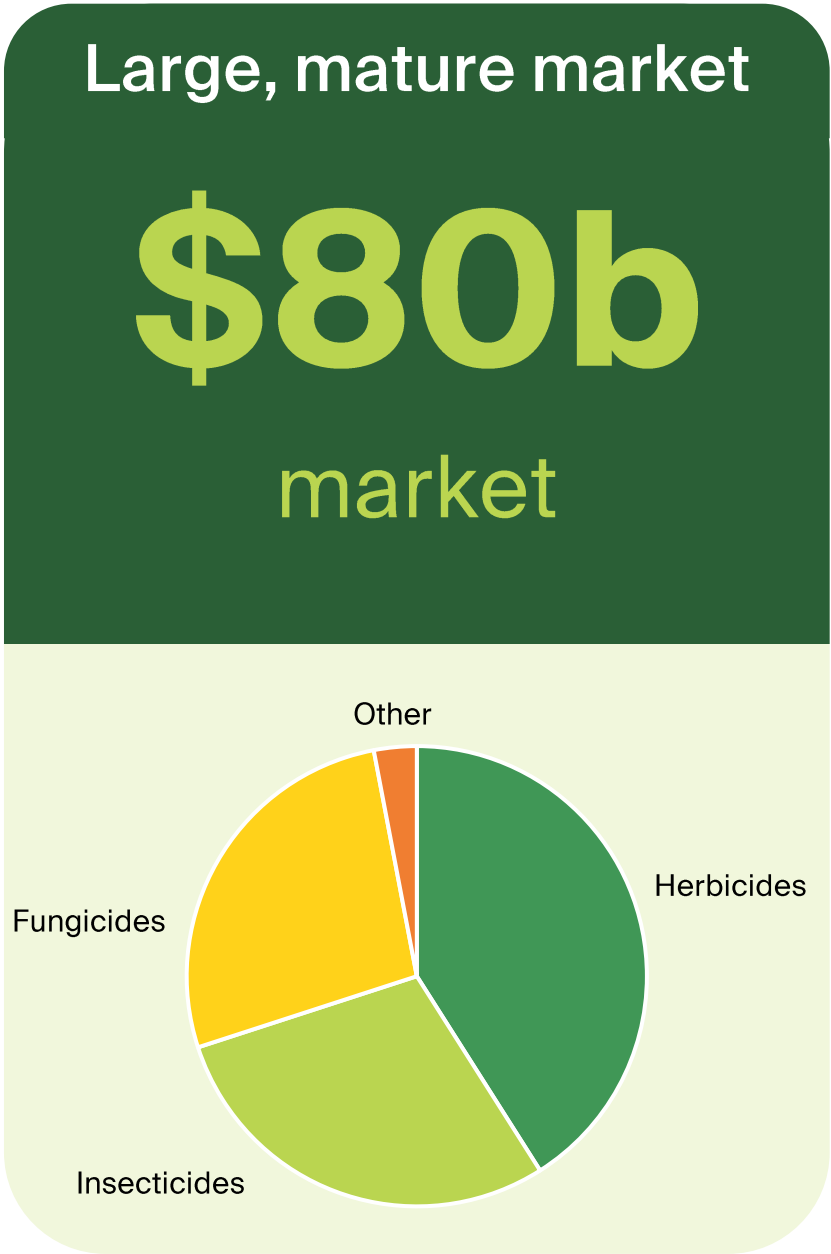
LONGER TERM - STAGE GATED

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



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 CAGR¹

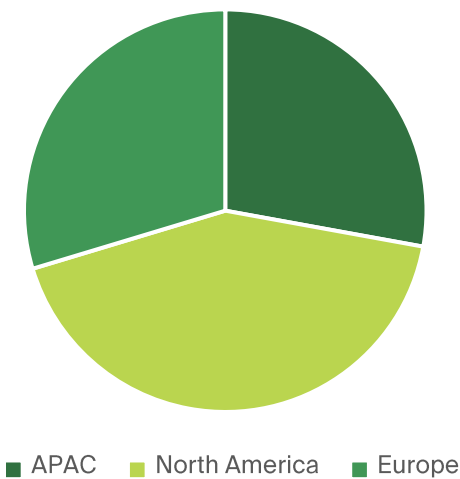
6%

5-year uEBITDA CAGR¹

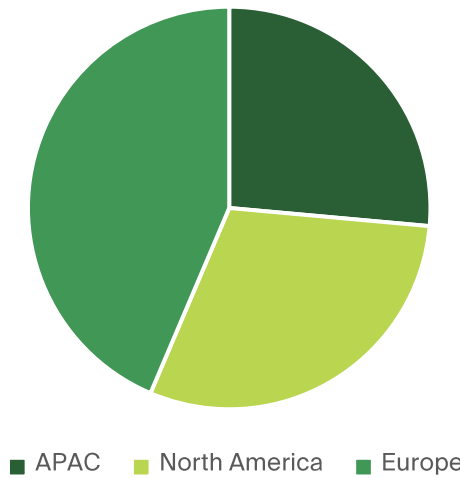
1. FY20 to FY25

Earnings diversification

Revenue²



uEBITDA²



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

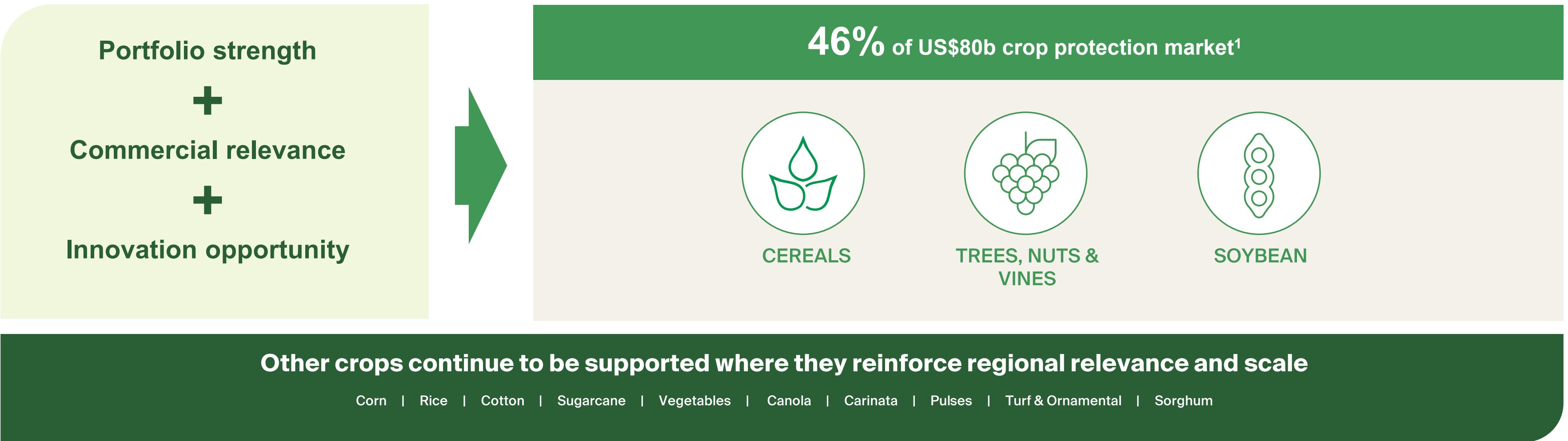
Capital allocation based on returns



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



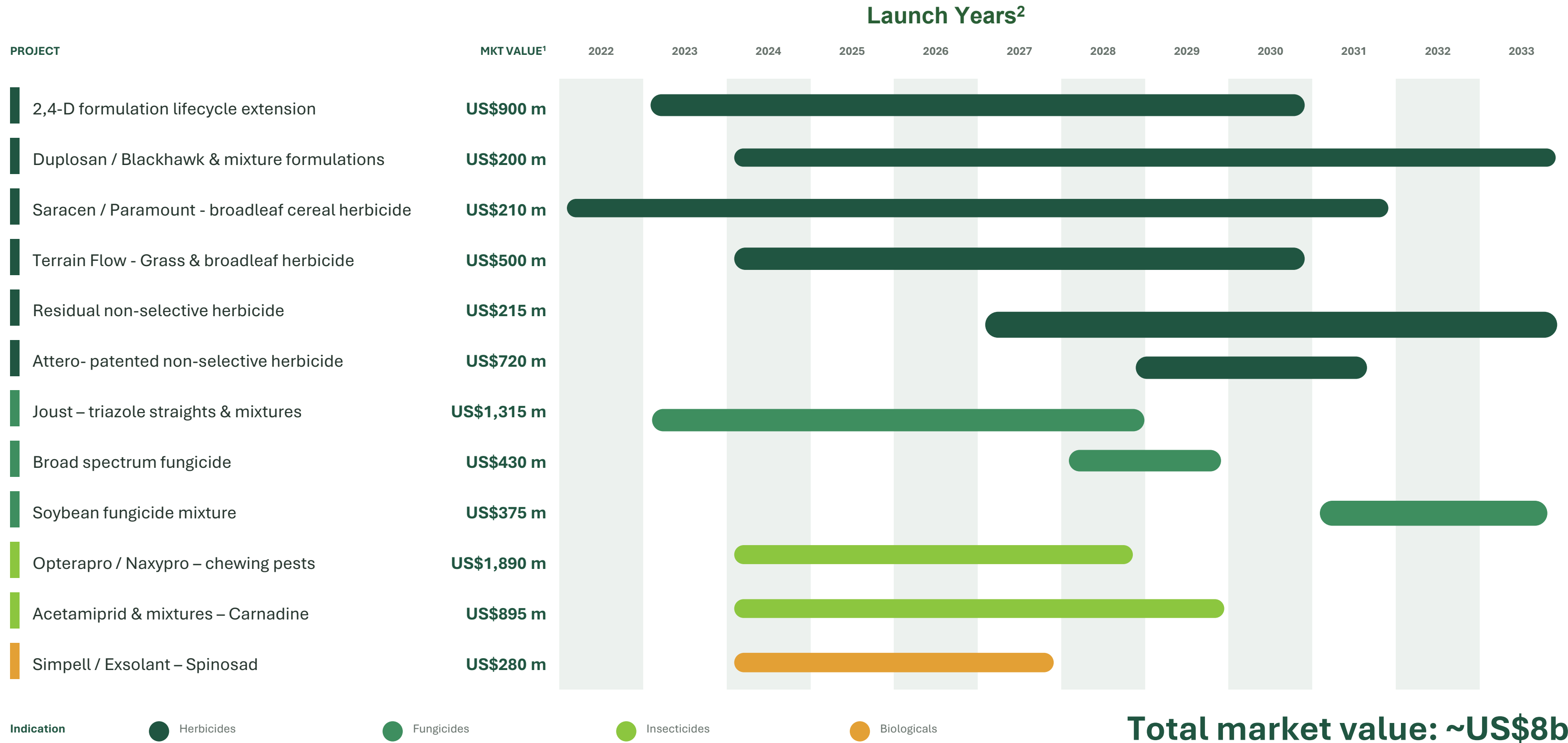
WHY INNOVATORS PARTNER WITH NUFARM

- 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



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 .

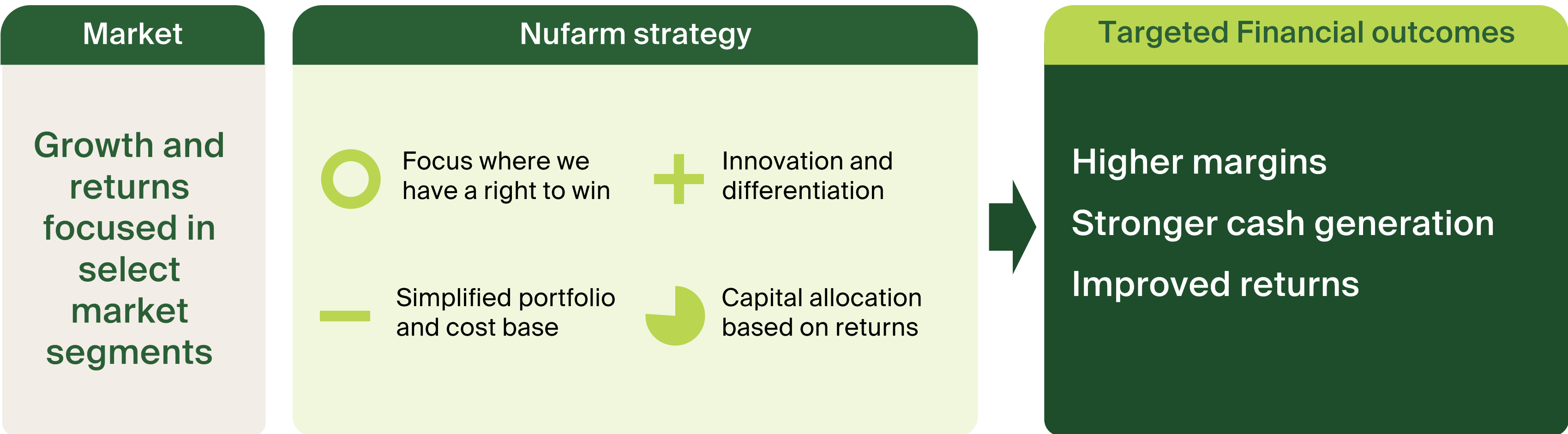
Each region has a clear role in lifting returns

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

ASIA PACIFIC	EUROPE	NORTH AMERICA
Extend position & focused growth • Extend position in Australia, New Zealand and Indonesia • Invest selectively in high returning Asian markets where we can differentiate	Translate performance improvement into profitable growth • Continued focus on disciplined growth • Focused investment to increase portfolio differentiation	Grow strong positions & improve returns in US Crop • T&O and Canada – strong returns, invest for growth • US Crop – simplify the portfolio and align the asset base
Focused growth	Build on performance	Improve returns

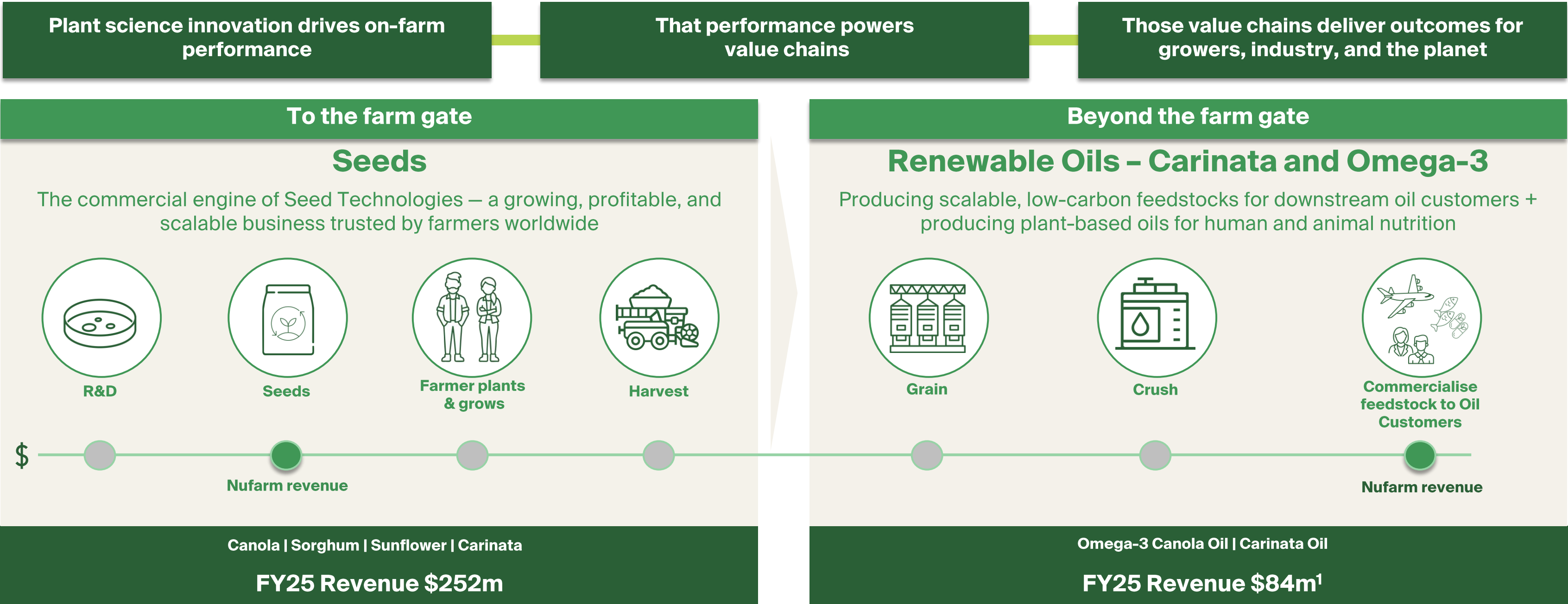
A more focused and higher returning business

Nufarm has strong competitive positions in large and growing markets



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 80% of global population in developing markets with accelerating food demand ¹	The global push to decarbonize is transforming the energy landscape 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 (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

Supportive industry shifts

- ✓ **Canola and carinata are leveraged to renewable fuels in a way major crops are not**
Premium due to low carbon intensity. New source of demand from renewable fuel
- ✓ **Canola and carinata are expanding into underutilised rotational windows**
Second crop rotations increase land productivity by occupying a rotational window that previously generated little or no income
- ✓ **Carinata and sorghum benefit from climate adaptation**
Climate resilience is becoming increasingly important in crop choice
- ✓ **Sorghum has multiple demand drivers that are accelerating simultaneously**
Animal feed, ethanol, food consumption, bioenergy



Established Nufarm position and capability

Established end to end capability

Breeding - Parent seed production - Hybrid seed production - Distribution

Strong positions in growing markets

Australia - South America - USA (sorghum)



Seeds is delivering strong returns and growth

Near term investment focused to grow southern hemisphere positions.

US\$4b canola, sorghum, and sunflower market¹

Margins and growth

\$252m

FY25 Revenue

11%

Revenue CAGR²

27%

EBITDA margin³

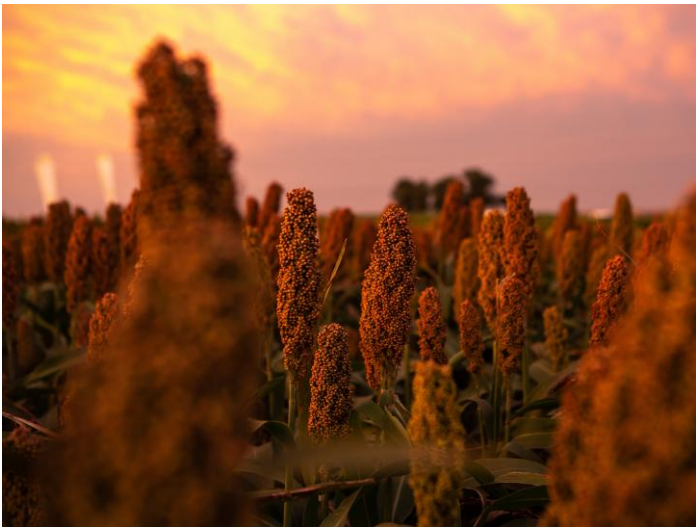
2. 5-year CAGR
3. Average FY23-FY25

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.

Leading market positions¹



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

Shift to canola proven in Australia

14.5%

of Australia's winter crop area today,
from 0.4% in 1989/90

Drivers of adoption

Agronomics
+
Economics
+
Export demand driven by biofuels

Shift to canola underway in Argentina & Brazil

~1%

of Argentine wheat area and
Brazilian 2nd season corn area

Drivers of adoption

Agronomics
+
Economics
+
Domestic demand driven by edible
oils & biofuels

Sorghum growing in Brazil

10%

of Brazil 2nd season
Corn area

Drivers of adoption

Agronomics
+
Economics
+
Climate resilience
+
Domestic demand driven by ethanol
+
Export demand driven by China

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



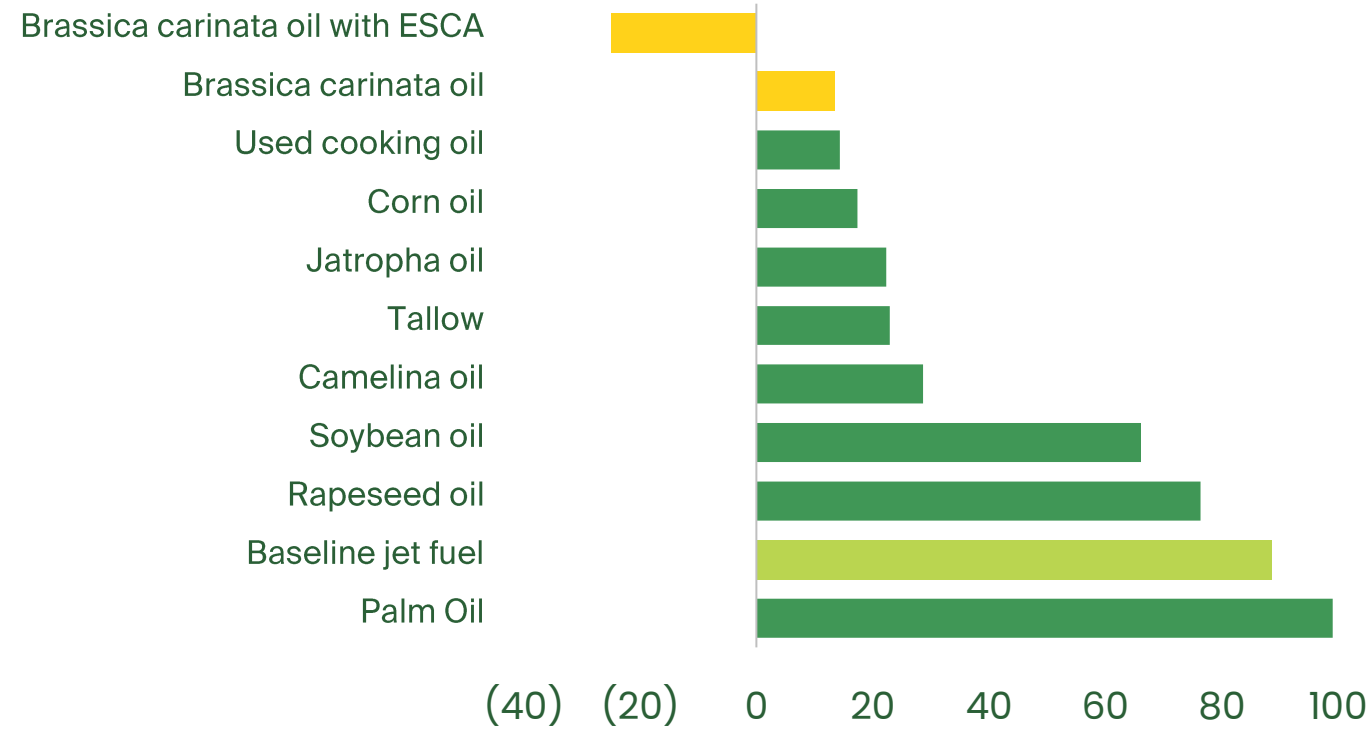
Renewable Energy Directive (REDIII)	29% renewable share or 14.5% GHG intensity reduction across transport
ReFuelEU Aviation	SAF Mandate 2% from 2025, 6% from 2030, rising to 70% by 2050
FuelEU Maritime	6% GHG reduction by 2030, rising to 80% by 2050

Other mandates and targets¹

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

Carinata outperforms other feedstocks

CORSIA default life cycle emission values (fuels processed with HEFA fuel conversion process)²



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



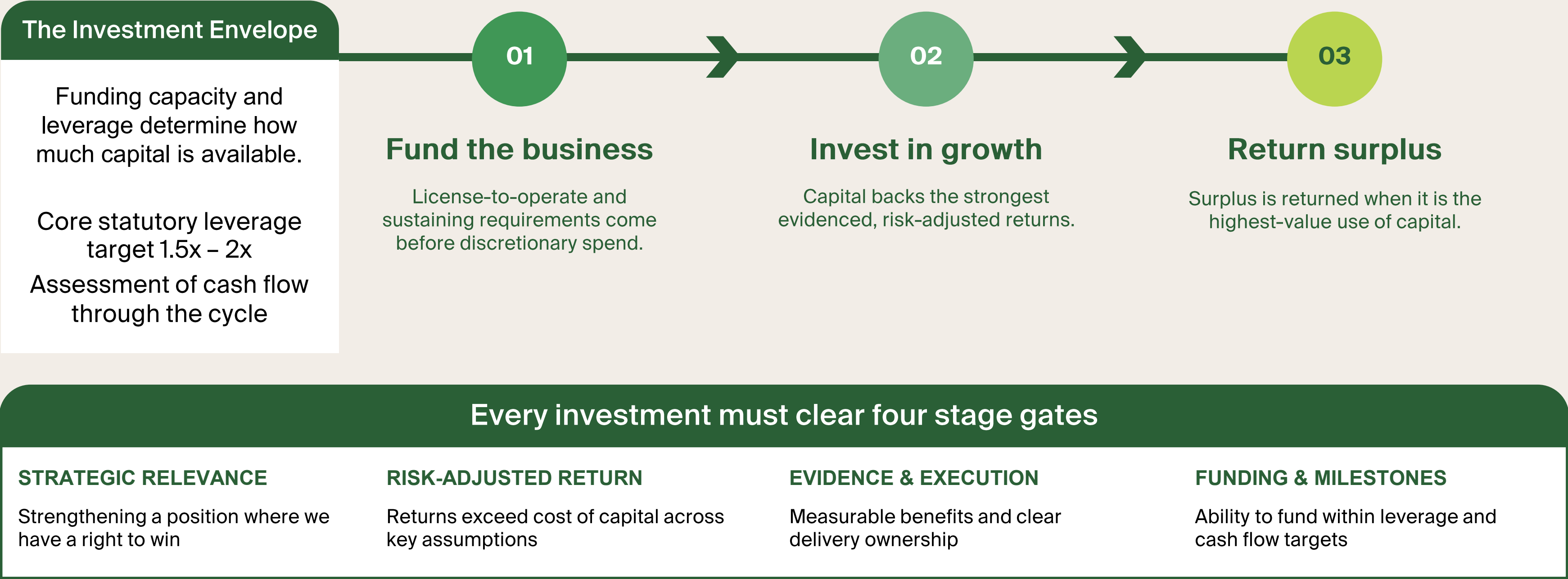
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Capital discipline, cash generation and higher returns

Brendan Ryan - CFO

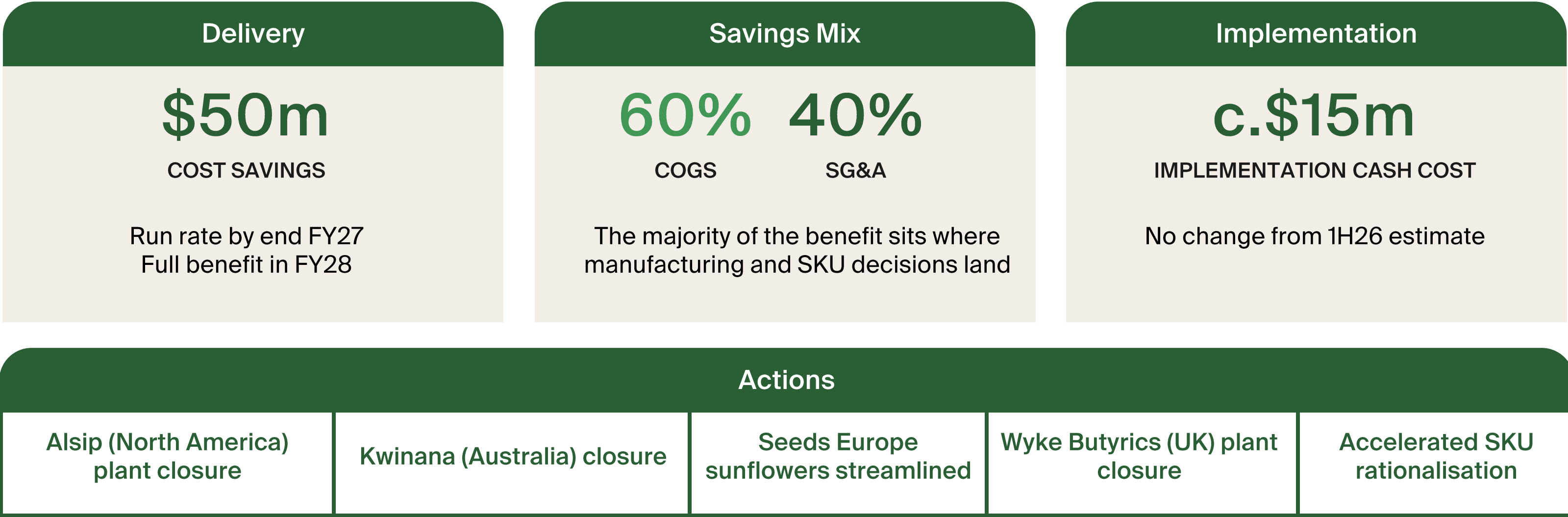


Capital deployment follows a disciplined allocation process



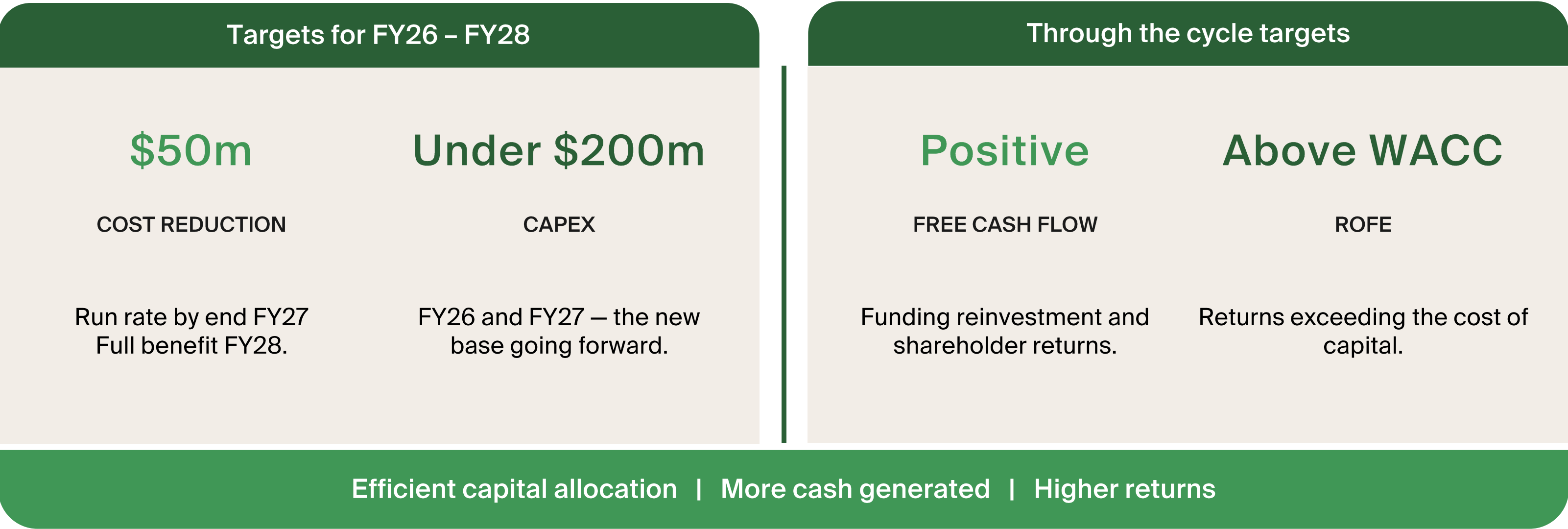
Our \$50m cost savings program is on track

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.



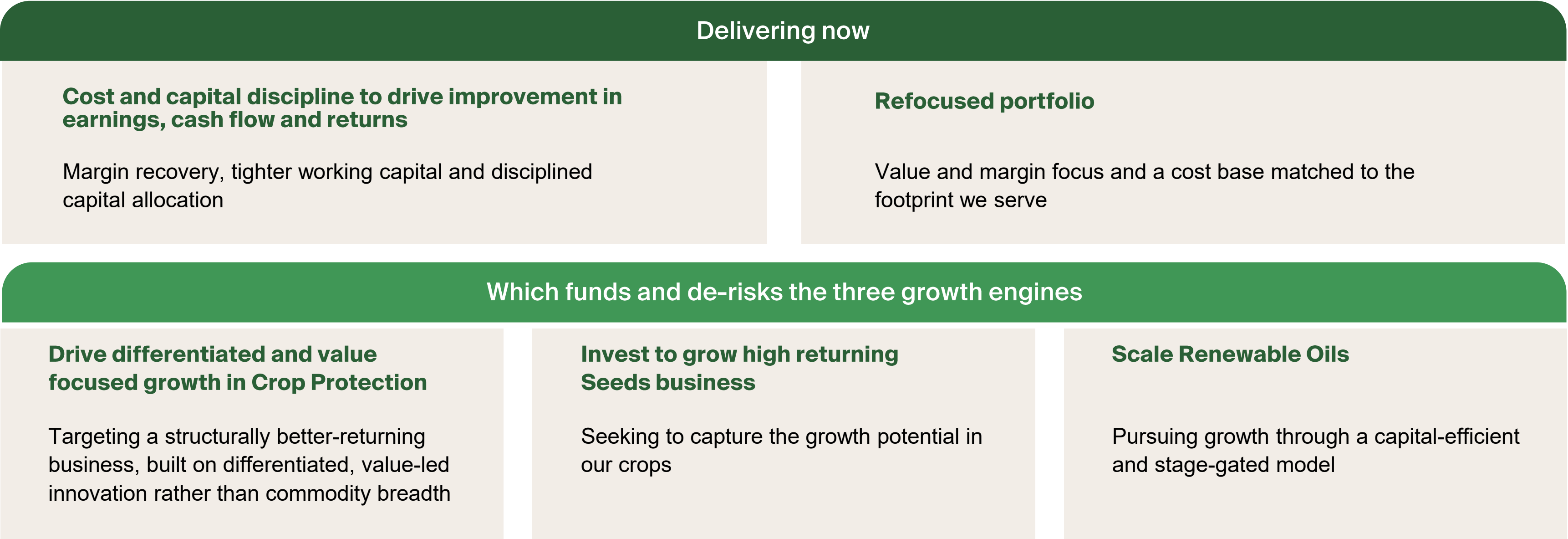
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Closing Comments



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



Strategy is underway and we are delivering

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

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 ¹
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.

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Q & A

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