RLF AgTech Ltd
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Welshpool, WA 6106

11 March 2026

ASX Announcement

Investor Webinar Presentation

On 2 March 2026, RLF AgTech Ltd (**RLF** or the **Company**) (ASX: RLF) announced that the Company will host an investor webinar at 11am on Thursday, 12 March 2026 (AEDT) to provide an update on RLF's operations and its growth strategy for the next phase of development.

RLF's Non-Executive Chair, Mr Ben Barlow and the newly appointment CEO, Mr Stuart Upton will be presenting at the Investor Webinar.

Enclosed is the presentation for the Investor Webinar.

Webinar Details

- **Date:** Thursday, 12 March 2026
- **Time:** 11:00 AM AEDT
- **Registration:** https://events.teams.microsoft.com/event/e30b718f-f4e6-4e31-a08e-bb07f55bae72@c869be9a-3c16-4573-a0e9-c587d357c1f3

Authorised for release by the Board of Directors of the Company.

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INVESTOR WEBINAR MARCH 2026

Pivoting to Execution:
The Commercial Strategy

BEN BARLOW | Chairman
STUART UPTON | Chief Executive Officer

IMPORTANT INFORMATION

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Forward-looking statements can be identified by the use of forward-looking terminology, including, without limitation, the terms "believes", "estimates", "anticipates", "expects, "predicts", "intends", "plans", "goals", "targets", "aims", "outlook", "guidance", "forecasts", "may", "will", "would", "could" or "should" or, in each case, their negative or other variations or comparable terminology. These forward-looking statements include all matters that are not historical facts. Such forward looking statements involve known and unknown risks, uncertainties and other factors which because of their nature may cause the actual results or performance of the Company to be materially different from the results or performance expressed or implied by such forward looking statements. Such forward looking statements are based on numerous assumptions regarding RLF's present and future business strategies and the political and economic environment in which RLF will operate in the future, which may not be reasonable, and are not guarantees or predictions of future performance.

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All figures in the presentation are in Australian dollars unless stated otherwise. A number of figures, amounts, percentages, estimates, calculations of value and fractions in this presentation are subject to the effect of rounding. Accordingly, the actual calculation of these figures may differ from the figures set out in this presentation.

TODAY'S AGENDA

01 **Strategic Overview**
Chairman - Official Welcome

02 **Half-Year Financial Results**
CEO – Unpacking the Numbers

03 **CEO First 30 Days & H2 Imperative**
CEO - Strategic Pillars

04 **Australian Market Activation**
CEO – Execution Discipline

05 **International Expansion**
CEO - Australian Expansion Plan

06 **Competitive Edge**
Global Strategic Pillar

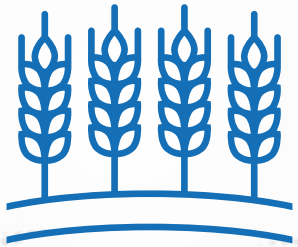
07 **Pathway to Profitability**
CEO - Global Strategic Pillar

08 **Q&A**
CEO and Chairman

Chairman's Welcome & Strategic Overview

Operational Discipline: RLF has successfully completed the structural realignment phase. This has paved the way for sustainable growth and efficiency, allowing a pivot to commercial execution.

Execution Focus: The new management mandate focuses on execution over promises, prioritising operational discipline and commercial delivery for all stakeholders.



Board Alignment and Mandate: The Board has fully empowered Stuart with a clear mandate for commercial aggression, decisive action, operational speed, and a focus on shareholder value creation.

Capital Allocation: The Board maintains a firm commitment to disciplined capital allocation, ensuring that investment decisions drive long-term shareholder value.

New Leadership for New Growth

Stuart brings extensive senior leadership experience from major agribusiness and industrial companies. He is known for his ability to scale businesses and drive market expansion.

Key pillars of Stuart's Leadership are:

Recruiting Operational Excellence

Building a high-performance executive team, including the appointment of Jeremy Evans as National Sales Manager.

Business Maturity

Strengthening systems, processes, to deliver operational success and support scalable growth.

Strategic Partnerships

Deepening existing alliances and identifying new high-value collaborations across the value chain.

Marketing and Sales Excellence

Professionalising our go-to-market strategies, expanding sales force capabilities, and enhancing digital engagement.

Data-Driven Innovation and Competitive Advantage

Continuing investment in trials and validation to strengthen product proof, support grower confidence, and accelerate sales growth.

Stuart's Vision

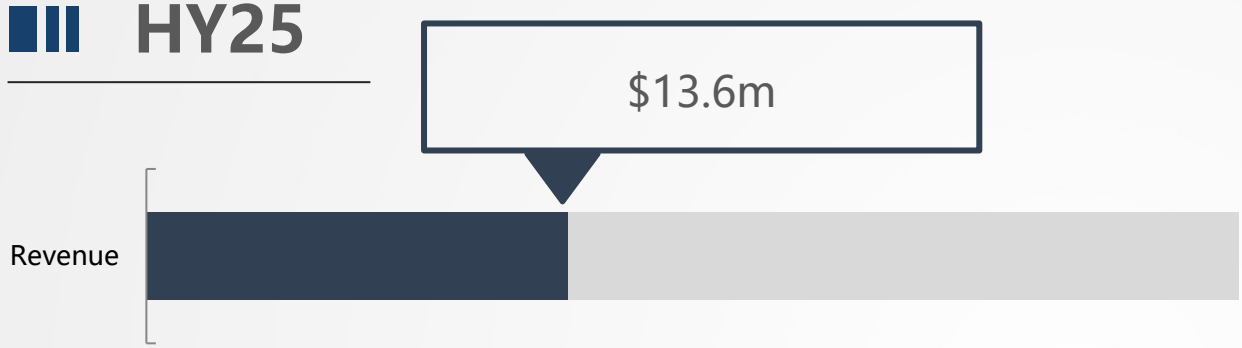
THE GROWTH IMPERATIVE

"RLF AgTech has built an exceptional foundation of proven science and product performance.

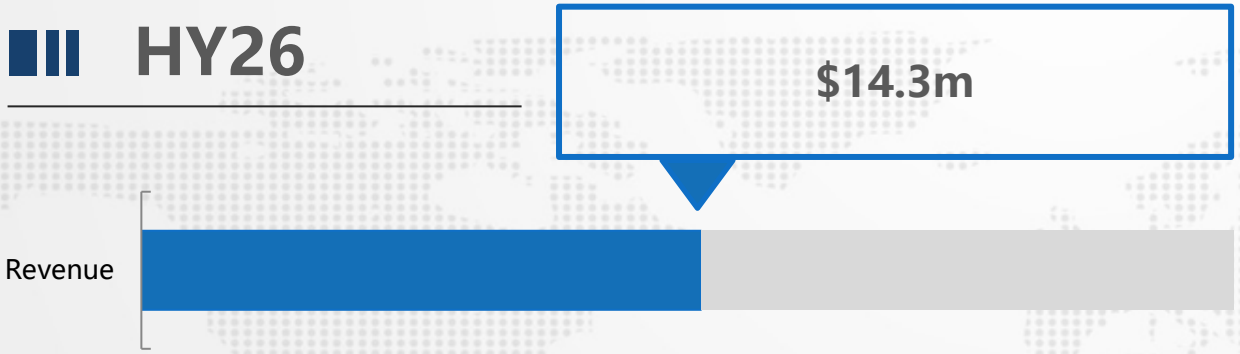
My mandate is clear: to turn that strength into rapid and profitable growth across our core markets. We are moving beyond restructuring and into a new era of relentless execution, empowered teams, and scaled partnerships that will drive meaningful revenue growth."

HY26 Financial Overview: A Period of Strategic Investment

HY25



HY26



Statutory Result

Revenue rose 5% to $14.3m. Comprehensive loss of $3.91m reflects a shift from prior one-off gains toward long-term scale.

Context for Investors

Headline figures represent intensive investment to strengthen RLFs foundations. Prior HY25 comparisons are distorted by significant one-off financial benefits and other timing differentials.

Key Strategic Message

RLF has deployed capital to build a resilient platform, positioning the company for strong second-half delivery aligned with seasonal business cycles.

Unpacking HY26: Reconciling the Statutory Result

Underlying Movement Significantly Lower than Headline Figure

One-Off Factors in HY25 total ~$2.3m

~$1.6m debt forgiveness.
~$0.4m R&D tax refund adjustment.
~$0.34m prior period revenue timing.

True Differential

When normalised, the **underlying movement between HY25 and HY26 is ~$1.7m.**

This ~$1.7m reflects strategic investment and non-recurring adjustments, not structural decline.

HY26: Investment Drivers & Timing

Strategic Investment (FY26)

- $0.5m: start-up costs for new Australian business unit infrastructure and team growth
- $0.3m for Asia and LiquaForce management capabilities
- $0.2m for critical accounting system upgrades and professional support to enhance financial visibility going forward.

Non-Recurring & Timing Impacts

- $0.4m weather-related revenue delays in Asia. The revenue is delayed, not lost, and already banked post-period.
- Asia revenue in HY25 was inflated by $0.2m in delayed orders from 2024.

CEO: The First 30 Days

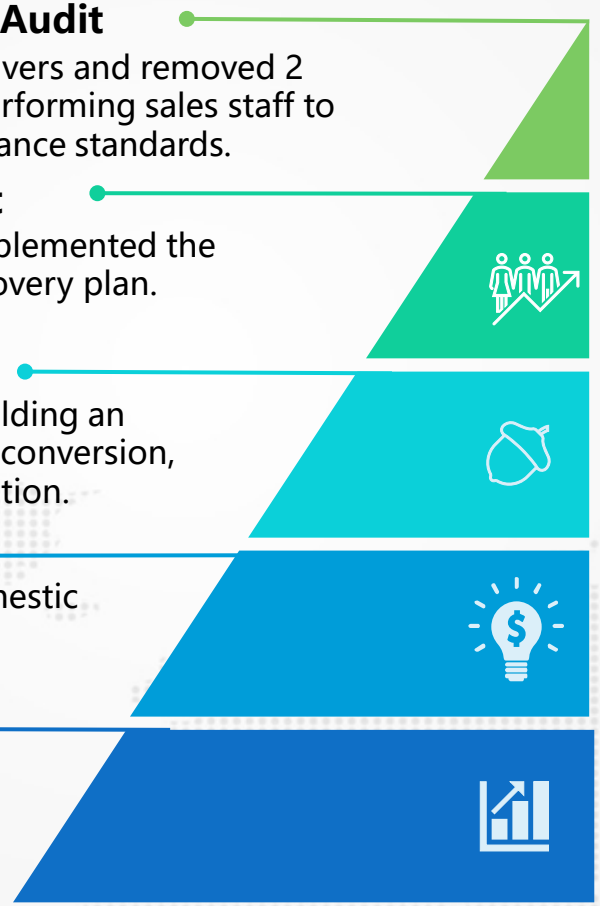
Personnel Audit
Exited negative culture drivers and removed 2 management and 3 non-performing sales staff to ensure high-performance standards.

Operational Pivot
Identified idle capacity and implemented the strategic Cost to Profit recovery plan.

Growth Campaign
Launched Early Order Campaign building an validated pipeline, subject to customer conversion, to secure immediate market traction.

Financial Security
Driving advanced discussions with strategic partners for domestic manufacturing and market access, and global licensing.

Action Statement
I am here to act and make progress. Decisive leadership drives immediate results.



Australian Market Activation & LiquaForce Strategy

Market Opportunity

The Australian liquid fertiliser market presents a ~$1.2B[1] opportunity, with strategic focus on high-value crop segments and aggressive expansion to capture increased market share by FY27.

01 Commercial Conversion

Changing the pitch from price to grower ROI (2026 Grower Profitability Program). And expanding into new growth areas (horticulture, bulk nitrogen liquids).

02 Channel Partnerships

Signing revenue generating partnership ventures to build volume sales and improve logistical reach across the continent.

03 Sales Force Effectiveness

Strengthening customer relationships and local presence with an elevated talent profile within the commercial team. No passengers.

04 Digital Lead Gen

Boosting digital marketing efforts to achieve new lead generation through targeted online campaigns.

05 LiquaForce

Active plan to utilise manufacturing capacity for strategic partner manufacturing, converting fixed costs into revenue and potential profits.

[1] Precision Business Insights, Australia Liquid Fertilizers Market Report ID:57411, 2025.

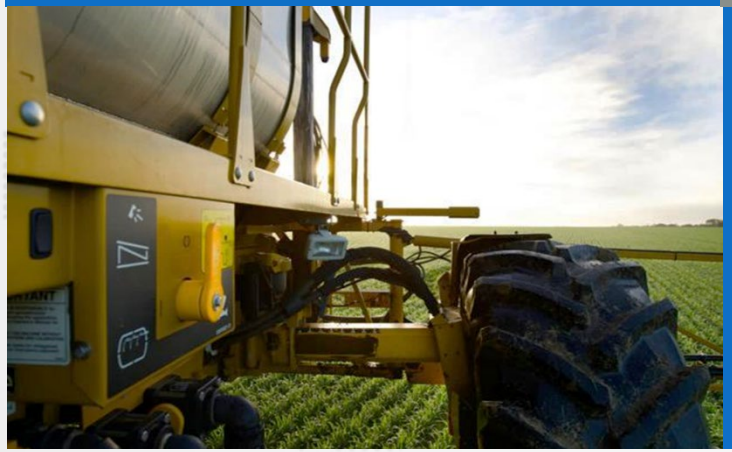
International Expansion - Disciplined Approach

Phase 1 Markets

Targeting India and Southeast Asia expansion through pilot programs. These strategic geographic priorities include active EU and US partnership discussions to secure a strong global footprint.

Strategic Approach

Pilot programs validate product-market fit and regulatory pathways, with risk shared through partnership agreements. We aim to complete pilots and begin transition to meaningful commercial operations by Q3 FY27.



China Market Validation

Secured **$7.2m in customer pre-payments** for upcoming season, validating product demand and improving working capital cycle.

Proprietary Technology: The Competitive Edge

MOAT Advantage and Scalable Growth

Built on proven product performance and grower ROI, supported by 25+ years of trial data and 30 years of on-farm IP, now scalable through 1,200+ distribution outlets in Australia, and accelerating international expansion.

Structural Market Tailwinds

Positioned at the intersection of global tailwinds, supporting farm viability through food security, sustainable agriculture, and precision crop nutrition, in the high-growth Asia-Pacific specialty fertiliser market [1](6.8% CAGR to 2027).

Grow with us™

SPECIALTY FERTILISERS ARE THE **GROWTH ENGINE**

- Fastest growing Agri sector.
- [1]Projected 6.8% CAGR to US$33.7b by 2027.
- Asia-pacific leads with the highest CAGR, driven by efficient nutrient use and high-value cash crops.
- Middle East unrest and resulting supply chain choke are driving up the cost of traditional fertilisers and fuel to apply them.
- RLF are in the right place, now.

[1]https://www.marketsandmarkets.com/Market-Reports/specialty-fertilizer-market-57479139.html

Pathway to Profitability Milestones

Our strategic roadmap focuses on achieving sustainable profitability through disciplined financial management and operational efficiency. By hitting these FY26 targets, we establish a robust foundation for long-term shareholder value creation.

Restructure Cost Out (Done)

01

Foundation established with completed cost base optimisation, ensuring a leaner and more efficient financial starting point.

Asset Optimisation Phase (In Progress)

02

Reduces burn rate through improved manufacturing asset efficiency, specifically focusing on Mackay and LiquaForce operations.

AU Early Order Conversion (In Progress)

03

Australian early order program successfully generating incremental revenue pipeline to build momentum, subject to customer conversion.

International Scale-Up (In Progress)

04

Potential to achieve profitability milestone through aggressive international market expansion and leveraging global economies of scale.

Key Milestones & Highlights

Turnaround Phase 01

Completed restructuring with strong operational discipline, positioning the company for immediate growth and stability.

Leadership Team 02

Proven management team with a deep track record in AgTech leadership and successful business execution strategies.

Market Potential 03

Large addressable market opportunities supported by favorable industry tailwinds and increasing global demand.

Tech Advantage 04

Differentiated product portfolio featuring proven efficacy that provides a significant competitive edge in the sector.

Profitability Path 05

Defined operational milestones and a clear execution roadmap designed to achieve sustainable financial growth.

Value Re-rating 06

Attractive current valuation positioned for significant re-rating as the company delivers on its growth objectives.

Summary: RLF Growth Position

Restructuring Complete

Cost base is now fully optimised and operations are streamlined. The business is now leaner and ready for efficient scale. Headcount rationalised, GM Customers role exited to remove duplicate effort, non-performing sales assets removed.

Proven Technology

Demonstrated yield improvements backed by a strong innovation platform. Our tech delivers real-world results for growers.

Leadership Strengthened

An execution-focused management team is currently in place. They bring the expertise needed to drive corporate strategy. New National Sales Manager appointed with mandate for high-velocity pipeline conversion

Financial Discipline

Maintaining a clear pathway to cash flow positive operations. Focus remains on fiscal responsibility and shareholder value. Focus shifted from exploratory to cash preservation and revenue generation.

Market Opportunity

Targeting the $1.2B[1] Australian liquid fertiliser market. Significant room for expansion exists within this high-value sector.

Sustainable Growth

RLF is uniquely positioned to capture emerging green energy trends while maintaining a dominant core market presence.

[1] Precision Business Insights, Australia Liquid Fertilizers Market Report ID:57411, 2025.

Q&A

Q&A Session

Open Discussion with Chairman and CEO

Thank You

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