



# Taking Stock at RLF AgTech

## THE FY2025 PLAN

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Gavin Ball  
Acting Managing Director

23 July 2024

# TAKING STOCK AT RLF AGTECH

## CHANGE OF DIRECTION & ACTIONS TO IMPROVE PERFORMANCE

### Positive Change Underway

- Underlying fundamentals remain unchanged and business potential is sound, however:
  - Management is now driving improved performance, with an increased focus on delivering an articulated strategy and meeting market expectations.
- Acting Managing Director appointed by Board 4 June 2024 to lead change process, mandated to:
  - reduce costs, increase sales, and achieve profitability; and
  - empower a culture of communication and accountability, with focus on customer service and on-time delivery.
- Reduction of historical conflict of interest and related party transactions.

### Actions In-Progress

- Action is being implemented to improve performance in each area of the business with new operational objectives set, targeting an improved FY2025 result:
  - LiquaForce
  - China
  - South East Asia
  - Carbon
  - Special Projects
  - Chemistry & Products
  - Corporate & Governance
  - Culture & Employment
  - Customers

### Actions to Improve Performance



**SUPPORT**  
The China business



**EXPAND**  
The South East Asia Business



**GROW**  
The LiquaForce Business



**REWORK**  
The RLF Carbon Business



**ESTABLISH**  
More partnerships

# LIQUAFORCE

## INCORPORATING THE STRENGTHS



Complete the integration of this exceptional acquisition.

LiquaForce is a quality Queensland business, that has significant growth potential and provides the ability to generate substantial Australian revenues for the Company.

Entry into the Queensland broadacre and horticulture market opens a substantial opportunity to delivery complementary RLF AgTech products to LiquaForce's existing customers, and the enhanced ability to target new customers.

## PLANS AHEAD FY2025

- Start selling RLF AgTech products and commence a range of on-farm field trials and evaluations.
- Increase the level of sales of core LiquaForce products achieved in FY2024.
- Negotiate commercial deals with third-party companies that support and expand the opportunity for sale of products through partnerships and joint ventures.
- Develop new products that are complementary to those already sold by LiquaForce.
- Manufacture RLF AgTech products at LiquaForce for sale into the Queensland and export markets.



## WHAT WE HAVE

A mature and successful business that fits neatly with RLF AgTech's overall market offering and strategy and provides the Company with a base on which to expand.

Strong and solid relationships with customers, with a trusted reputation on which to build.

Two manufacturing factories and substantial physical plant and equipment.

An excellent management and team of dedicated people eager to learn more.

# CHINA OPERATIONS

## REBUILDING & PREPARING FOR GROWTH

### SUPPORT CHINA

Consolidate the operating business in China to achieve a sustainable basis for growth in FY2026.

Resetting achievable revenue targets and importantly matching the costs accordingly. Continue supporting management in growing the business sensibly, and in accordance with the resources available to it.

Very important part of the business, with substantial growth potential yet to be achieved.

### PLANS AHEAD FY2025

- Business as usual approach with achievable revenue targets and a reduced cost structure implemented.
- Providing more resources to expand sales into key distribution including large-scale farming operations.
- Leverage current infrastructure and capabilities by providing third party manufacturing, sales, and distribution solutions as an additional revenue source.



### WHAT WE HAVE

Team of 100+ people, including 50 who are dedicated to customer sales and service.

10+ years in the marketplace, with trust and reputation for quality products that reliably deliver great results already established.

12,000sqm manufacturing, packing, and logistics centre with capacity available to expand volumes.

#1 global market for agriculture, with substantial potential to scale-up.

Loyal customers and a distribution network ready for value-add opportunities.

# ASIA OPERATIONS

## EXPANDING & EXECUTING POTENTIAL

### EXPAND ASIA

Highly prospective market sector, with existing distribution partners now beginning to sell more products as their customers become more engaged of the back of successful on-farm results.

The completion of product registrations in the Philippines, anticipated in Q1 2025, will allow for the importation and sales of product into this market.

Expansion of this part of the business will help deliver higher margin contribution, further enhanced by the planned manufacturing of export products by LiquaForce.

### PLANS AHEAD FY2025

- Focus resources to support existing Distributors to increase product sales and to introduce new products into the market as awareness, results and demand grows.
- Bring more Distribution Partners online in both existing markets as well as in new countries, and start the process of registrations and trials as soon as possible.
- Focus on development of crop nutrition programs specific to the region, such as durian and rice.



### WHAT WE HAVE

Six active Distributors selling products and expanding their influence and sales in:

- Vietnam
- Cambodia
- Turkey

One Distributor currently awaiting registration approvals and preparing to release products into the market in:

- Philippines

Plans to expand into three new countries:

- South Korea
- Japan
- Malaysia

Regional office, Asia-based management and support team based in Ho Chi Minh, Vietnam.

# CARBON

## REVIEWING & REFORMING THE MODEL

### REWORK CARBON

Reduce costs and restructure.

Develop new business model for RLF Carbon to become the preferred 'methodology and products partner' for existing successful carbon development companies.

## PLANS AHEAD FY2025

- Establish commercial agreements with existing reputable carbon companies to operate with RLF AgTech's ACSS method for expansion into commercial farming projects.
- Set-up pilot projects that use RLF AgTech products and ACSS methodology in conjunction with the products and methodologies of other reputable carbon companies in support of their carbon projects.
- Continue support for the Hillston Project to validate the creation of ACCUs using RLF AgTech's ACSS method.



## WHAT WE HAVE

A method for accumulating carbon in the soil that is designed to fit with existing farm practices in a commercial farming enterprise that allows for a combination of gains through potential in three key areas, being:

1. Yield increase
2. ACCU revenues
3. Fertiliser reduction savings

The commencement of the Hillston Project, being the first CER-registered carbon project using RLF AgTech's ACSS method. Early results are due in Q1 2025.

The ability to maximise the knowledge and experience gained from the first two years of building the ACSS methodology for entry to the market.

# SPECIAL PROJECTS

## KEEPING AN EYE ON THE FUTURE



Adopt a collaborative attitude and start 'working together' with other like-minded businesses for mutual gain by leveraging our infrastructure and capabilities, including:

- Toll manufacturing.
- Joint product development opportunities.
- Reciprocal product distribution arrangements, where RLF products are sold to other companies as 'white-label' products, for sale under their own brand.
- Partnerships or joint ventures for in-common commercial projects.
- Distribution agreements for third-party products and services that can be sold through the Company's distribution networks without product conflict.
- Global Partnerships to support the Company's expansion into new markets that have, up until now, been outside of reach.

## KEY OBJECTIVES FY2025

### Manufacturing RLF Products in Queensland

Focus on the manufacture of RLF AgTech products in the LiquaForce Ingham and Mackay factories.

Manufacturing in Queensland will reduce the Company's reliance on third-party manufacturers, reducing costs and improving margins, whilst enabling greater quality and supply control of products.

### AI and Technology Project

Commence journey to build capacity for the incorporation of software technology and the use of AI in crop nutrition and farm management practices.

# SUPPORT

## STRICTER & STRONGER MANAGEMENT

### GOVERNANCE

New KPI program implemented with metric-based reporting.

Improved financial oversight of operations with enhanced accounting controls implemented.

Conflict Management Controls enforced for any ongoing conflict of interest or related party situations.

Regular monitoring in place to ensure full financial, legal, health and wellbeing compliance is maintained.

### CHEMISTRY & PRODUCTS

Continue the development of innovative and technology-driven crop nutrition products through research and development.

Ensure that R&D projects are relevant to existing practices, meet a market requirement, are likely to be commercially viable and meet the requirements of advanced crop nutrition and farming sustainability.





# CULTURE, BRAND AND CUSTOMER SERVICE

## RECOGNISING THE IMPORTANCE OF THE PEOPLE BACKING-UP AWESOME PRODUCTS



### CULTURE AND EMPLOYMENT

- Value customer and people loyalty and reinvigorate the culture of the Company to bring everyone on the journey.
- Set transparent objectives that are easily understood and managed by numbers and establish reward for achievement.
- Empower managers to manage their areas of responsibility and be accountable for the numbers and KPIs.
- Continually monitor workplace satisfaction and work outputs to ensure RLF is a supportive and enjoyable place to work for employees.



### CUSTOMER FIRST ATTITUDE BASED ON PRODUCTS THAT WORK

- Drive 'Customer First' service model to better support customers. Target repeat and referred business based on products that achieve maximum results.
- Ensure supply of quality product on specification and deliver on time.
- Improve marketing and incentive programs to encourage increased sales and diversification of products.
- Reinvigorate marketing and communications to show activities, results and performance so that the business is understood better.

Over 25 years of real commercial farming use has built a reputation for products that reliably do the agronomic work asked of them.



# LEADERSHIP TRANSITION

## STRONG & INDEPENDENT BOARD



### Board of Directors and Executive

|                 |  |  |
|-----------------|--|--|
| Don McLay       | <ul style="list-style-type: none"> <li>Independent Non-Executive Chairman</li> <li>Chair of CMC</li> <li>Member of A&amp;RC</li> <li>Member of N&amp;RC</li> </ul> | <ul style="list-style-type: none"> <li>Experienced company director</li> <li>Former Chairman of Credit Corp (ASX:CCP) – oversaw market capitalisation increase from \$20M to &gt;\$2 billion</li> </ul>  |
| Gavin Ball      | <ul style="list-style-type: none"> <li>Acting Managing Director</li> </ul>   | <ul style="list-style-type: none"> <li>Executive Director with responsibility for South East Asia 2019-present</li> <li>Experienced manager with extensive history of company building and growth over a 30 year corporate career</li> <li>NED of Allup Silica (ASX: APS)</li> </ul>   |
| Liza Carpene    | <ul style="list-style-type: none"> <li>Independent Non-Executive Director</li> <li>Chair of N&amp;RC</li> <li>Member of A&amp;RC</li> <li>Member of CMC</li> </ul> | <ul style="list-style-type: none"> <li>Experienced C-Suite Mining Executive, Governance professional/Chartered Secretary</li> <li>NED Alchemy Resources (ALY) (current) and Mincor Resources (taken over by Wyloo 2023)</li> <li>MBA, Fellow of Governance Institute of Australia and Graduate of the AICD</li> </ul>  |
| Paul McKenzie   | <ul style="list-style-type: none"> <li>Independent Non-Executive Director</li> <li>Chair of A&amp;RC</li> <li>Member of N&amp;RC</li> <li>Member of CMC</li> </ul> | <ul style="list-style-type: none"> <li>30 years experience in agribusiness, management, finance and primary production</li> <li>Managing Partner of Agrarian Management agriculture consultancy</li> <li>NEC Minbos Resources Ltd (MNB) and Kiland Limited (delisted 2023)</li> <li>Degrees in Science (Agriculture) and Commerce, and Fellow of AICD</li> </ul> |
| Lu (Mike) Shen  | <ul style="list-style-type: none"> <li>Executive Director: CEO Asia</li> </ul>   | <ul style="list-style-type: none"> <li>Significant management experience in Chinese crop nutrition markets</li> <li>PhD in Soil Science and Plant Nutrition</li> </ul>   |
| Kenneth Hancock | <ul style="list-style-type: none"> <li>Non-Executive Director</li> </ul>   | <ul style="list-style-type: none"> <li>Ex Managing Director &amp; CEO (Global), terminated 31 May 2024 (refer ASX Announcement 4/6/2024)</li> <li>Co-Founding Director of RLF AgTech Ltd</li> </ul>  |
| Zaiqian Zhang   | <ul style="list-style-type: none"> <li>Chief Financial Officer &amp; Company Secretary</li> </ul>  | <ul style="list-style-type: none"> <li>Ex CFO of Genmin Limited and Focus Minerals</li> <li>Masters Degree in Accounting and Finance</li> </ul>  |

### GAVIN BALL APPOINTED AS ACTING MANAGING DIRECTOR

- Co-founding Director of RLF AgTech Ltd
  - Integral to ASX listing April 2022
  - Corporate knowledge retained with excellent understanding of both people and business
  - Executive Director since 2019 with responsibility for the South East Asia region
  - 12 years' experience in RLF
  - Has 'skin in the game' as an early RLF investor with ~\$2M in cash since 2013<sup>1</sup>
  - Will commit further personal capital
- Committed to a refocused plan based on key fundamentals of achieving profitability, then growth
- Experienced manager with a long history of company building and growth with a track record of success

<sup>1</sup> Shareholder: Direct: 6,747,925 (2.94%), Indirect: 7,472,333 (3.26%) \$1,500,000 direct equity investment into RLF China (HK) Ltd and \$500,000 direct equity investment into RLF Global Pty Ltd






# LEADERSHIP TEAM

## EMPOWERING SKILLED MANAGEMENT WITH SUPPORT & DIRECTION



RLF AgTech has a loyal and dedicated team of Managers, now empowered to operate their business units with more support and open communication.

Each Manager is qualified and experienced, and knows the area in which they operate and hold responsibility for very well. With the entire Leadership Team coming together, and working with one strategic direction, RLF AgTech looks set to achieve its corporate objectives.

|  CHINA  |  ASIA   |  LIQUAFORCE   |  PRODUCTS  |  SUPPORT  |
|--|--|--|---|--|
| <b>DR MIKE LU</b><br><b>CHIEF EXECUTIVE OFFICER</b>  | <b>NHAN (FRANK) LU</b><br><b>GENERAL MANAGER ASIA</b>  | <b>CAMERON LIDDLE</b><br><b>GENERAL MANAGER LIQUAFORCE</b>   | <b>DR CARL URBANI</b><br><b>MANAGER PRODUCTS &amp; CHEMISTRY</b>  | <b>ZAIQIAN ZHANG</b><br><b>CFO &amp; COMPANY SECRETARY</b>   |
| <ul style="list-style-type: none"> <li>Experienced and motivated manager with overall responsibility for operations across China, particularly as they relate to government compliance requirements for foreign companies operating within China.</li> <li>30+ years of senior level experience within the fertiliser industries sectors.</li> <li>12+ years of corporate experience and knowledge of RLF China.</li> <li>PhD in Soil Science &amp; Plant Nutrition, and fluent in English language communications.</li> </ul> | <ul style="list-style-type: none"> <li>15+ years' experience in agriculture working across a broad range of specialties, including seed, technology, product development and import/export markets.</li> <li>Knowledge of the whole of the Asia Region's agricultural sector, specifically in addressing the challenges it faces in relation to food security and increasing the quality and yield of crops.</li> <li>Knowledge of the technology and capacity of RLF AgTech products and a champion for introducing modern fertiliser practices to Asia's farmers.</li> <li>MSc (Biology) 2007, with academic roles lecturing molecular biology and micro-organisms.</li> </ul> | <ul style="list-style-type: none"> <li>30+ years' experience in the Queensland agricultural sector with an outstanding knowledge of farm operations and rural merchandising.</li> <li>Knowledge and experience working in product development and manufacture with successful facilities currently operating in Mackay and Ingham.</li> <li>Committed to customer service.</li> <li>Motivated contributor to projects and improvements that deliver meaningful reductions in fertiliser runoff into water catchments.</li> </ul> | <ul style="list-style-type: none"> <li>Experience gained as a Research &amp; Development Chemist following the completion of formal studies.</li> <li>7+ years as RLF Chemist, working collaboratively to develop next generation products and technologies.</li> <li>Understanding of the agricultural sector and the technologies required to meet emission reduction targets.</li> <li>Motivated to drive Company expansion.</li> <li>PhD (Polymer Chemistry) awarded in 2008, with a further twelve months of postdoctoral studies undertaken as a Research Scientist in Queensland.</li> </ul> | <ul style="list-style-type: none"> <li>14+ years working with ASX-listed companies, successfully implementing/upgrading ERP systems to establish/improve financial and control processes.</li> <li>Excellent communication and business partnering skills.</li> <li>Completed M&amp;A transactions worth over US\$1bn.</li> <li>BSc (Hons), MSc (Acct &amp; Fin), Chartered Accountant and Chartered Secretary.</li> <li>Fluent in English and Chinese.</li> </ul> |

# OVERALL REVIEW OF THE BUSINESS

## A REAL BUSINESS WITH POTENTIAL

- Experienced and passionate team of people based in Australia, China and Vietnam.
- Proven technology and mature and trusted products.
- LiquaForce acquisition delivers value through Australian revenues and diversification opportunities.
- Mature China business with solid distribution in the world's largest ag-market.
- Emerging South East Asia business operating from Vietnam that is expanding.
- Revenues and infrastructure that have not yet reached scale potential.
- Carbon business being reworked to better define the best opportunities for success.



- Fully-integrated product range including:

- Seed Primers
- Foliar (leaf)
- Fertigation (soil)



Manufacturing facilities in Mackay and Ingham, Queensland, Australia



12,000sqm manufacturing and packaging facility in China

# THANK YOU

## Contact Details

Gavin Ball  
[gball@rlfagtech.com](mailto:gball@rlfagtech.com)  
+61 433 333 300

The presentation has been authorised for release by the  
Chairman of the Board and the Acting Managing Director.

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