Summary information

This presentation has been prepared by Incitec Pivot Limited (“IPL”). The information contained in this presentation is in summary form and is based on the businesses currently conducted by IPL, which may be subject to change, and is provided for information purposes only. The information does not purport to be complete, comprehensive, or to comprise all of the information that a shareholder or potential investor in IPL may require in order to determine whether to deal in IPL securities, or that would be required to be disclosed in a disclosure document under the Corporations Act 2001(Cth) (“Act”). It is to be read in conjunction with IPL’s other announcements released to ASX.

The information contained in this presentation is not investment, financial, legal, tax or other advice, nor is it an offer to sell or buy securities (or solicitation of such an offer) in any entity, and is not intended to be used as the basis for making an investment decision. This presentation has been prepared without taking into account the investment objectives, financial situation or particular needs of any particular person. Before making any investment decision, you should consider, with or without the assistance of a financial adviser, whether an investment is appropriate in light of your particular investment needs, objectives and financial circumstances. Past performance is no guarantee of future performance.

Disclaimer

No representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information, opinions and conclusions contained in this presentation. To the maximum extent permitted by law, none of IPL, its directors, employees, officers, advisers or agents, nor any other person accepts any liability in connection with this presentation, 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.
Disclaimer

Forward looking statements

This document contains certain “forward looking statements”. Forward looking words such as “expect”, “would”, “could”, “may”, “predict”, “intend”, “will”, “believe”, “estimate”, “target” and “forecast” and other similar expressions are intended to identify forward looking statements. Indications of, and guidance on, future earnings, future financial position and performance, and the implementation of IPL’s strategy, are also forward looking statements.

Forward looking statements, opinions and estimates provided in this document are based on assumptions and contingencies which are subject to change without notice, as are statements about market and industry trends, which are based on interpretations of current market conditions.

Forward looking statements, opinions and estimates are provided as a general guide only. They should not be relied upon as an indication or guarantee of future performance. This document contains such statements that are subject to risk factors associated with the markets in which IPL operates. It is believed that the expectations reflected in these statements are reasonable at this date of this document, but they may be affected by a range of variables which could cause actual results or trends to differ materially, and may involve subjective judgments.

Such forward looking statements only speak as at the date of this document, and are based on information, estimates, judgments and assumptions made by or available to IPL at that date. IPL assumes no obligation to update any such information. No representation or warranty is or will be made by any individual or legal person in relation the accuracy or completeness of all or part of this document, or the accuracy, likelihood of achievement, or reasonableness of any forecasts, prospects or returns contained in, or implied by, the information or any part of it.

To the full extent permitted by law, IPL disclaims any obligation or undertaking to release any updates or revisions to the information contained in this document to reflect any change in expectations or assumptions. Nothing contained in this document constitutes investment, legal, tax or other advice.

You should make your own assessment and take independent professional advice in relation to the information and any action taken on the basis of the information.

IPL will continue to assess market conditions, its prevailing share price, and all other relevant considerations in respect of its previously announced buyback. IPL reserves the right to vary, suspend without notice, or terminate the buy-back programme at any time.

The proposed demerger referred to in this presentation is subject to final IPL Board, shareholder, regulatory, court and third party approvals, and there is no guarantee it will be implemented.

Incitec Pivot Limited
ABN 42 004 080 264
ACKNOWLEDGEMENT OF COUNTRY

“I begin today by acknowledging the Traditional Custodians of the land on which we meet today and I pay my respects to their Elders past and present. I extend that respect to Aboriginal and Torres Strait Islander peoples joining us today.”
OVERVIEW

Jeanne Johns
Managing Director & Chief Executive Officer
1H Key Messages

1. Strong progress on our strategic objectives
2. Privileged asset positions strengthened
3. Resilient results given short term headwinds
4. End market fundamentals remain supportive
5. Robust balance sheet, maintain capital discipline
Zero Harm

Safety refresh program has improved to our performance

**Total Recordable Injury Frequency Rate (TRIFR)**

- FY17: 0.95
- FY18: 0.94
- FY19: 0.8
- FY20: 0.58
- FY21: 0.87
- FY22: 0.89
- 1H23: 0.67

**Process Safety Incidents**

- 2023: 9
- 2022: 18
- 2021: 22
- 2020: 9
- 2019: 22

- 1H: 7
- 2H: 11

**Key Points**

- TRIFR in 1H23 was 25% lower than the pcp
- Process Safety Incidents have improved by 50% in 1H23
- Excellent safety performance during Gibson Island closure
- No significant environmental incidents within the period

---

(1) TRIFR is calculated as the number of recordable injuries per 200,000 hours worked and includes contract workers. The TRIFR result excludes Titanobel which was acquired in early 2022 and is currently being integrated. (2) Tier 1 and Tier 2 Process Safety Incidents as defined by the Centre for Chemical Process Safety.
Our commitment to decarbonisation
Delivering sustainable value for our shareholders and stakeholders

Our operational (Scope 1&2) absolute GHG reduction pathway

**Recent Developments**
- 89.9% of shareholders voted to endorse progress at FY22 AGM
- Developing Scope 3 GHG supplier management strategy
- Australian *Safeguard Mechanism* – To be incorporated into our pathway to net zero

**Future Considerations**
- MOR N₂O abatement targeted for installation in 2024 to meet short-term absolute 5% target
- LOMO N₂O abatement nearing completion of FEL1
- GI Green Ammonia and WALA CCS at FEED stage
- Science Based Targets *Chemicals Sector Methodology* release put back to early 2024 by SBT

---

(1) Absolute GHG reduction target is set against IPL’s 2020 operational Scope 1&2 baseline of 3,991,396 tCO₂e which is based on IPL’s current asset portfolio. IPL has identified a pathway to >42% reduction of operational (Scope 1&2) GHG emissions by 2030. Refer to page 18 of IPL’s FY22 full year Profit Report for further details of the key projects being explored. (2) Funding for the Moranbah tertiary N₂O abatement project has been sanctioned with installation targeted for 2024. The other projects remain subject to satisfactory completion of Front End Engineering Design and Final Investment Decision. (3) IPL’s ambition to achieve Net Zero emissions by 2050 is based on the following assumptions: (a) green hydrogen reaches economic parity with natural gas for hydrogen production by 2040; and (b) carbon offsets are available for residual emissions that are not practical to abate.
1H23 result
Resilient results through a commodity downturn

**Earnings**

<table>
<thead>
<tr>
<th>EBIT</th>
<th>$552M</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPAT</td>
<td>$362M</td>
</tr>
</tbody>
</table>

- Down 3% from $568M in 1H22

**Capital management**

- **Interim dividend**: 10cps
  - Total of $194M (60% franked, 54% payout)

- **Previously announced $400m on-market buyback** to commence in the next permissible trading window. Targeted for completion by end 2023 calendar year

**Operating cashflow**

- Improved by $227m from ($79M) in 1H22
- $148M

**ROIC (incl. goodwill)**

- Up from 10.1% in 1H22
- 12.8%
  - (19.2% excl. goodwill)

**Net Debt / EBITDA**

- Improved from 1.0x in 1H22
- 0.8x
  - (0.9x incl TWC facilities)

---

(1) Excludes IMIs. (2) Interim dividend of 10.0cps to be paid in July 2023. (3) Although it is IPL’s current intention to complete the announced buyback, any purchases under the program remain at the discretion of the Company. See disclaimer on Slide 3. (4) ROIC calculated as NPAT excluding interest and IMIs over the 13 month average total invested capital, including goodwill and assets classified as held for sale. (5) Net Debt comprises the net of interest-bearing liabilities, cash and cash equivalents, and the fair value of derivative instruments economically hedging the Group’s interest-bearing liabilities and excludes lease liabilities. Net Debt / EBITDA ratio (for debt covenant purposes) - EBITDA is calculated using 12 month rolling EBITDA ex IMIs, minus lease depreciation. Net Debt is translated at the 12 month average AUD:USD FX rate.
## STRATEGY

### WALA
- Earnings volatility reduced by monetising excess commodity exposure at high point of cycle
- Strategic offtake at producer economics underpins DNA's Explosives earnings

### MORANBAH GAS SUPPLY
- Provides for competitive gas through to 2037
- Supports Moranbah's privileged asset position

### TITANOBEL
- Delivering value from acquisition in line with business case
- Extends Explosives footprint to Europe and future West African gold markets

### PERDAMAN
- Transforming recurring earnings of the Distribution business
- Security of supply and shortened supply chains to service Australian farmers

### CORPORATE
- Undertake previously announced $400m share buyback in permissible trading windows
- Determine optimal timing of the demerger

---

### Improving sustainable quality of earnings and returns on invested capital

(1) Under the offtake agreement which is linked to gas based pricing at a level commensurate with Waggaman’s cost of production. (2) The gas supply arrangements remain conditional upon (amongst other things) QPM’s completion of the Moranbah Gas Project acquisition, completion of IPL’s confirmatory due diligence and IPL consenting to the assignment to QPM of its existing gas supply agreement. (3) See IPL’s ASX announcement on 20 March 2023. (4) Although it is IPL’s current intention to complete the announced buyback, any purchases under the program remain at the discretion of the Company. See disclaimer on Slide 3.
Crystalising value of the WALA investment

Monetising excess ammonia while retaining long term low cost ammonia for DNA

Key benefits
• Monetises excess ammonia exposure at good point in the cycle
• Retains 25% of the equivalent volume of production with associated financial & strategic benefits – refer slide 35 in Appendix for details
• Decreases earnings volatility
• Reduces operational risk and capital requirements
• Security of NH₃ supply improved, reducing cost of downtime
• Underpins DNA’s cost base via a 25-year offtake at producer cost

Transaction overview
(announced 20 March 2023)
Sale and offtake agreement with CF Industries
Gross asset sale proceeds
US$1.675bn (A$2.50bn²)
Less US$425m offtake, value realised over 25-year term
Net cash after-tax proceeds of US$837m (A$1.249bn²)

Completion process on track
• Regulatory documents filed with US FTC, process will run its course
• Completion subject to outcome of FTC regulatory review which we are hopeful will conclude by the end of 2023

(1) The WALA divestment remains conditional on anti-trust clearances (2) including the value allocated to the ammonia supply agreement (3) Under the offtake agreement which is linked to gas-based pricing at a level commensurate with Waggaman’s cost of production.
Growing recurring earnings

Strategic initiatives support quality earnings

Crystalising value from WALA
- Earnings benefit to DNA
- Increased security of supply
- Reduced operating risk

DNAP recontracting
- Re-contracting progressing well
- Benefits expected to grow over FY24/25

Moranbah gas supply\(^2\)
- Economic gas out to 2037
- Delivering competitively priced gas

Perdaman supply agreement
- 20-year offtake up to 2.3Mt of urea
- Estimated incremental $45m of EBIT from mid-2027\(^1\)

DNA cash earnings upside p.a.
~US$30m, excl. amortisation\(^3\)

Platform being established to return DNAP to peak earnings

Expected to double Distribution earnings\(^4\)

---

(1) Refer to footnote 2 of IPL’s ASX announcement on 21 April 2023 which includes the assumptions on which the estimated incremental EBIT is calculated (2) The gas supply arrangements remain conditional upon (amongst other things) QPM’s completion of the Moranbah Gas Project acquisition, completion of IPL’s confirmatory due diligence and IPL consenting to the assignment to QPM of its existing gas supply agreement. (3) Refer to slide 35 in the appendix for details and assumptions (4) Refer to footnote 2 of IPL’s ASX announcement on 21 April 2023 which includes the assumptions on which the estimated incremental EBIT is calculated. Average historical IPF Distribution EBIT over last 4 years is approximately $50m p.a.
Continued volume growth across major technology lines

Revenue growth significantly outstripping volume growth in Explosives. Fertiliser revenue subject to market conditions

**Volume**
- Premium emulsions: +9%
- Electronic detonators: +11%

**Revenue**
- Premium emulsions: +28%
- Electronic detonators: +18%

**Technology product suite delivering on strategy to enhance quality of earnings**

**Liquid Fertilisers**
- FY18 to 1H23 CAGR
  - Volume: +4%
  - Revenue: +20%

**Nutrient Advantage**
- FY18 to 1H23 CAGR
  - Volume: +17%
  - Revenue: +5%

Volumes impacted in 1H23 as a result of pricing arbitrage between UAN and urea
Technology driving value growth

Strong differentiated technology allows us to compete successfully and drives margin uplift

**Innovative technology**
- Advanced detonator technology
- Helps solve the problem of mining over unstable ground
- Reduced risks by reducing worker time on the ground

**Advanced digital solutions**
- Connectivity across the blasting process for optimal outcomes
- Strong market penetration within customer base
- Easy to use, robust blast design and reporting for regulatory reporting

**New markets**
- Delta-E technology combined with advanced electronics offering at Casarones mine in Chile
- First shot of electronic detonators completed in Europe for Titanobel
- Titanobel provides opportunity for technology adoption in new markets
Year-on-year improvement in reliability
Focus on Phosphate Hill for further improvement

Snapshot of major global ammonia plant reliability in 1H23

- WALA – above nameplate production in 1H23
- Turnarounds
  - Ammonia cooler at WALA performing better than expected. Planned replacement deferred to next turnaround (Oct 2024)
  - Planned LOMO turnaround successfully completed
  - Cheyenne planned turnaround on target for Q3 FY23
- Continued steady performance at Moranbah
- Phosphate Hill and St Helens – impacted by isolated equipment issues, now rectified
- Safe cessation of Gibson Island production
Dyno Nobel

Actions taken in 1H23 to deliver strong underlying earnings performance in 2H23

<table>
<thead>
<tr>
<th>SEGMENT PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dyno Nobel Asia Pacific</strong></td>
</tr>
<tr>
<td>Dyno Nobel Americas</td>
</tr>
<tr>
<td><strong>Total EBIT</strong></td>
</tr>
</tbody>
</table>

**Dyno Nobel Americas**

<table>
<thead>
<tr>
<th>EBIT (US$M)</th>
<th>1H23</th>
<th>1H22</th>
<th>Chg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explosives</td>
<td>50</td>
<td>53</td>
<td>(6%)</td>
</tr>
<tr>
<td>WALA</td>
<td>202</td>
<td>93</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>Ag&amp;IC</td>
<td>8</td>
<td>36</td>
<td>(78%)</td>
</tr>
<tr>
<td><strong>Total EBIT</strong></td>
<td>260</td>
<td>182</td>
<td>43%</td>
</tr>
</tbody>
</table>

\[ EBIT = \text{Explosives} + \text{WALA} + \text{Ag&IC} \]

**DNA**

- 10% underlying earnings growth with significant contributions from international businesses and technology/services to customers
- 1H23 negatively impacted by wet weather, lower QNP JV earnings (due to turnaround) and previously disclosed impact of GI closure
- Higher earnings run-rate expected 2H23

**Explosives**

- Continued growth in Q&C, coal sectors. Base metals softer on the back of weather impacts, improvement expected in 2H23
- 1H23 impacted by extreme winter conditions and record snowfall in the US
- Firm action on pricing and cost discipline – earnings uplift expected in 2H23, full run-rate expected in FY24

**WALA**

- >95% reliability since re-start (April 2022), operated above nameplate capacity in 1H23

**AG&IC**

- Lower commodity prices, unplanned outage and planned turnaround impacted results; volumes expected to be higher in 2H23
Dyno Nobel has significant growth potential

**Customer and service driven**
- Strong opportunity to drive earnings growth across key exposures in Q&C and future facing minerals
- End-to-end technical explosives blasting solutions drives strong demand profile through the cycle
- Integrate Titanobel and expand market presence to grow with key global clients

**Margin enhancements**
- DNAP re-contracting
- Moranbah gas supply\(^1\)
- WALA margin benefit to DNA
- Differentiated products, services & technology
- Debottleneck AN at Moranbah (FY25) and progressing LOMO opportunity

**Transformational**
- Evaluate accretive investments and partnerships that deliver long term earnings potential
- Progress green ammonia investment case with Keppel / Temasek
- Pro-actively allocate capital to develop next generation technology

**Well positioned to deliver consistent, attractive and sustainable shareholder value**

---

\(^1\) The gas supply arrangements remain conditional upon (amongst other things) QPM’s completion of the Moranbah Gas Project acquisition, completion of IPL’s confirmatory due diligence and IPL consenting to the assignment to QPM of its existing gas supply agreement.
Fertilisers Asia Pacific

Commodity headwinds a key driver of lower result, demand recovery expected in 2H23

<table>
<thead>
<tr>
<th></th>
<th>1H23 ($M)</th>
<th>1H22 ($M)</th>
<th>Chg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>96</td>
<td>238</td>
<td>(60%)</td>
</tr>
<tr>
<td>Distribution</td>
<td>12</td>
<td>19</td>
<td>(35%)</td>
</tr>
<tr>
<td><strong>Total EBIT</strong></td>
<td>108</td>
<td>257</td>
<td>(58%)</td>
</tr>
</tbody>
</table>

Winter demand expected to be strong following slow 1H23

**SEGMENT PERFORMANCE**

**Manufacturing**
- Earnings negatively impacted by lower DAP and higher gas prices
- FY23 Phosphate Hill production expected to be 900-930kt, reflecting 1H production of 428kt
- FY23 cost impact of gas disruption still in line with original expectations of $60-70m, despite third-party supply delay to June 2023. The continuity of supply underpinned a $97m EBITDA contribution.

**Distribution**
- Short term market demand impacted by widespread flooding on East Coast and delayed purchasing due to negative commodity price sentiment
- Sharp decline in urea prices, coupled with a contraction in demand, resulted in an inventory write-down of $17m, impacting margins
- Easy Liquids and Nutrient Advantage performed well, partially offsetting margin decline
Favourable fundamentals
Demand increasing in Australia and Internationally

Global fertiliser demand by nutrient\(^1\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Nitrogen</th>
<th>Phosphate</th>
<th>Potash</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2002</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2024</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2026</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Forecast

EBIT growth potential in Distribution business

Execution of the Fertiliser strategy to grow recurring earnings

(1) IFA fertiliser demand outlook 2022 – 2026 (June 2022)
Group Financial Results

Paul Victor
Chief Financial Officer
## Group profitability per segment

Improved manufacturing reliability offset by commodity headwinds

<table>
<thead>
<tr>
<th>IPL Group ($M)</th>
<th>1H23</th>
<th>1H22</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dyno Nobel Americas</td>
<td>391</td>
<td>252</td>
<td>55%</td>
</tr>
<tr>
<td>Dyno Nobel Asia Pacific</td>
<td>79</td>
<td>79</td>
<td>0%</td>
</tr>
<tr>
<td>Fertilisers</td>
<td>108</td>
<td>257</td>
<td>(58%)</td>
</tr>
<tr>
<td>Corporate and other</td>
<td>(26)</td>
<td>(20)</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Total EBIT (excl IMIs)</strong></td>
<td>552</td>
<td>568</td>
<td>(3%)</td>
</tr>
<tr>
<td><strong>Total EBITDA (excl IMIs)</strong></td>
<td>724</td>
<td>751</td>
<td>(4%)</td>
</tr>
<tr>
<td>Cash generated from operating activities</td>
<td>148</td>
<td>(79)</td>
<td>&gt;100%</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>227</td>
<td>161</td>
<td>41%</td>
</tr>
<tr>
<td>Earnings per share (cents)</td>
<td>18.6</td>
<td>19.8</td>
<td>(6%)</td>
</tr>
<tr>
<td>Dividend per share (cents)</td>
<td>10.0</td>
<td>10.0</td>
<td>0%</td>
</tr>
<tr>
<td>ROIC (incl. goodwill)¹</td>
<td>12.8%</td>
<td>10.1%</td>
<td>2.7%</td>
</tr>
<tr>
<td>ROIC (excl. goodwill)</td>
<td>19.2%</td>
<td>15.4%</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

**Buyback² of up to $400m**

– target completion by end calendar year 2023

### ROIC (incl. goodwill)

- **FY20**: 3.6%
- **FY21**: 5.8%
- **FY22**: 13.8%
- **1H23**: 12.8%

### EBITDA Contribution

- **1H23**: 22% DNA, 61% DNAP, 17% Fertilisers
- **1H22**: 40% DNA, 44% DNAP, 16% Fertilisers

---

¹ ROIC calculated as NPAT excluding interest and IMIs over the rolling 13 month average capital employed (including goodwill and assets classified as held for sale).
² Although it is IPL’s current intention to complete the announced buyback, any purchases under the program remain at the discretion of the Company. See disclaimer on Slide 3.
Working capital
High working capital balance expected to unwind in 2H and normalise in FY24

Trade Working Capital as % of Sales\(^1\)

<table>
<thead>
<tr>
<th>Year</th>
<th>1H21</th>
<th>1H22</th>
<th>1H23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventory as % of sales(^2)</td>
<td>14.8%</td>
<td>13.6%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Days sales outstanding(^3)</td>
<td>48</td>
<td>43</td>
<td>43</td>
</tr>
<tr>
<td>Creditor days(^4)</td>
<td>42</td>
<td>46</td>
<td>40</td>
</tr>
</tbody>
</table>

Year-on-year movement ($M)

<table>
<thead>
<tr>
<th>Year on Year</th>
<th>Mar-22 Actual - Reported</th>
<th>Translational FX</th>
<th>Business Acquisitions</th>
<th>WALA - classified as Held for Sale</th>
<th>GI Closure</th>
<th>Underlying movement (incl impact of Commodities)</th>
<th>TWC Facility usage</th>
<th>Mar-23 Actual - Reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>778</td>
<td>35</td>
<td>44</td>
<td>35</td>
<td>35</td>
<td>40</td>
<td>842</td>
<td>842</td>
<td>842</td>
</tr>
</tbody>
</table>

Focussed working capital management continues:

- FX movements +$35m
- Net impact of business restructures +$49m – will contribute new margin and cash flows
- Management actions -$20m, more planned following a review of delivering more optimal WC investment practices

---

(1) Average 13 month trade working capital balance/12 months sales. Trade working capital excludes facilities. (2) Average 13 month inventory/12 months sales. (3) Average 13 month trade debtors/12 months sales. (4) Average 13 month trade creditors/12 months CDGS and CFC.
Investing for growth and quality earnings

FY23 capital spend forecast remains on target, continued focus on optimal sustenance investment

- Sustenance spend remains in line with previous expectations
- Turnaround spend is up ~$20m due to FX movements and scope change at Cheyenne
- Cooler replacement at WALA deferred to align with planned FY25 turnaround
- Sustainability spend to support 2030 emissions reductions – progress on track
- Continuous management review of spend levels to ensure optimised sustenance spend to deliver reliable assets and improved ROIC

(1) Sustainability capital return > WACC. (2) Explosives sustenance capital of $120 to $150 million and Fertilisers sustenance capital of $60 to $70 million.
Disciplined capital allocation
Prudent approach to deliver growing returns to shareholders

- Cash flow after sustenance capital
- 1H cash flow from operations of $148M

1H capital allocation framework:

- $121M 1H sustenance capex
- $25M 1H turnaround capex
- $10cps dividend\(^1\)
  - 60% franked, 54% payout ratio
- $194M interim dividend\(^1\)
- $66M 1H strategic & growth capex
- Undertake previously announced $400M buyback\(^2\) during permissible trading windows

Capital allocation framework prioritises the delivery of quality returns to shareholders

---

\(^1\) Interim dividend to be paid in July 2023
\(^2\) Although it is IPL’s current intention to complete the announced buyback, any purchases under the program remain at the discretion of the Company. See disclaimer on Slide 3.
FY23 outlook

Underlying earnings favourably skewed to 2H23, actions taken set business up to deliver

DNA:
• Stronger 2H23 earnings expected from:
  − favourable sales mix and growing customer base
  − price resets completed, progressive benefit from March 2023
  − cost reduction initiative, full run-rate delivered in FY24
• Volumes: Q&C mid-to-high single digit growth expected, Metals return to historical growth rates, Coal flat
• WALA expected to operate at nameplate in FY23

DNAP:
• Re-contracting progressing as planned with benefits from FY24
• Moranbah expected to produce ~330kt; impact of GI closure
• Higher earnings run rate expected for 2H23

Focussed on operational performance and strategy execution

- Favourable Eastern Australia agricultural conditions forecast
- Farm economics are expected to remain favourable, recent decline in fertiliser prices supports strong fertiliser demand
- Earnings, excluding impacts from FX & commodity price, forecast to be positively skewed to the second half.
- Distribution margins expected to improve from Q4 FY23
- Full year Phosphate Hill production expected to be 900-930kt
- Continued focus on value-added products with anticipated growth in sales of EEF's(1) and liquid fertiliser
- 100kt of GI manufactured product (urea-linked) remains on hand

(1) Enhanced efficiency fertilisers
FY23 priorities consistent with strategy

- Continued focus on Safety and Sustainability
- Committed to deliver improved 2H performance
- Progress DNAP subcontracting
- Complete WALA transaction and transition to new operating model
- Determine optimal timing for demerger

Deliver results
Strategy execution

Building two market leading businesses
Questions & Answers
Group result

1H23
EBIT A$m

<table>
<thead>
<tr>
<th>Category</th>
<th>1H22</th>
<th>1H23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commodities &amp; FX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing Reliability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Gas - Phos Hill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation - WALA sale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnarounds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moranbah Plant - Gibson Island Closure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Higher DAP Export Sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DNA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DNAP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fertilisers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate &amp; Eliminations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>568</td>
<td>552</td>
</tr>
</tbody>
</table>

**Increase**  | **Decrease**  | **Total**

<table>
<thead>
<tr>
<th>Category</th>
<th>1H22</th>
<th>1H23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commodities &amp; FX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing Reliability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Gas - Phos Hill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation - WALA sale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnarounds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moranbah Plant - Gibson Island Closure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Higher DAP Export Sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DNA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DNAP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fertilisers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate &amp; Eliminations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>568</td>
<td>552</td>
</tr>
</tbody>
</table>
Dyno Nobel Americas

1H23

EBIT US$m

<table>
<thead>
<tr>
<th>Segment</th>
<th>1H22</th>
<th>1H23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explosives</td>
<td>182</td>
<td>3</td>
</tr>
<tr>
<td>Weather</td>
<td></td>
<td>(4)</td>
</tr>
<tr>
<td>Turnaround</td>
<td></td>
<td>(2)</td>
</tr>
<tr>
<td>Manufacturing Reliability</td>
<td>(8)</td>
<td>(4)</td>
</tr>
<tr>
<td>Ag &amp; IC</td>
<td></td>
<td>(18)</td>
</tr>
<tr>
<td>Weather</td>
<td></td>
<td>(4)</td>
</tr>
<tr>
<td>Turnaround</td>
<td></td>
<td>(4)</td>
</tr>
<tr>
<td>Commodities</td>
<td></td>
<td>(4)</td>
</tr>
<tr>
<td>Manufacturing Reliability</td>
<td>51</td>
<td>44</td>
</tr>
<tr>
<td>Depreciation - WALA sale</td>
<td>15</td>
<td>260</td>
</tr>
<tr>
<td>Total</td>
<td>260</td>
<td></td>
</tr>
</tbody>
</table>
Dyno Nobel Asia Pacific

1H23

EBIT A$m

Increase | Decrease | Total
---|---|---

1H22

International: 5
Growth – Technology: 3
Moranbah Plant – Gibson Island Closure: (4)
JV Income/Other one-off costs: (4)

1H23

Total: 79
## Fertilisers Asia Pacific

### 1H23

**EBIT A$m**

<table>
<thead>
<tr>
<th>Category</th>
<th>1H22</th>
<th>Change</th>
<th>1H23</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>257</td>
<td>(139)</td>
<td>108</td>
</tr>
<tr>
<td><strong>Commodities &amp; FX</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Increase</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Decrease</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cost of Gas - Phos Hill</strong></td>
<td></td>
<td>(41)</td>
<td></td>
</tr>
<tr>
<td><strong>Higher DAP Export Sales</strong></td>
<td></td>
<td>37</td>
<td></td>
</tr>
<tr>
<td><strong>Commodity Volatility</strong></td>
<td></td>
<td>(7)</td>
<td></td>
</tr>
<tr>
<td><strong>Distribution</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Cash Fixed Costs**

Increase in Cash Fixed Costs driven by business growth and high inflation.

- “Business Acquisitions/GI Closure” represents the incremental costs from the acquisitions of Titanobel and Easy Liquids ($43m) offset by reduced costs from the cessation of manufacturing at Gibson Island ($14m). “One-off strategic initiatives” largely reflects demerger related costs ($12m).
- “Costs passed through to customers” represents increased business activity in the Dyno Nobel businesses for which cost can be passed through to customers generating incremental revenue.
- “Inflation” calculated as 4% of 1H22 cost base.
- “Manufacturing repairs and maintenance” largely a result of additional maintenance at Phosphate Hill.
- “Above inflation increase” largely due to higher insurance premiums ($3m) and travel cost returning to pre-COVID levels ($4m).

Firm action being taken to mitigate inflation impact.

---

(1) Cash Fixed Costs comprises employee expenses, purchased services, repairs & maintenance, lease payments, and other expenses per the March 2023 Half year Financial Statements which excludes discontinued operations.
Focus on balance sheet strength

Robust balance sheet supports growth in the business

<table>
<thead>
<tr>
<th>Net debt ($M)</th>
<th>1H23</th>
<th>1H22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported¹</td>
<td>1,418</td>
<td>1,386</td>
</tr>
<tr>
<td>Including working capital facilities</td>
<td>1,691</td>
<td>1,651</td>
</tr>
</tbody>
</table>

| EBITDA                           | 727  | 751  |

<table>
<thead>
<tr>
<th>Metrics</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt / EBITDA reported²</td>
<td>0.8x</td>
<td>1.0x</td>
</tr>
<tr>
<td>Net debt (incl. TWC facilities) / EBITDA</td>
<td>0.9x</td>
<td>1.2x</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial indebtedness ($M)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt</td>
<td>1,418</td>
<td>1,386</td>
</tr>
<tr>
<td>Lease liabilities</td>
<td>230</td>
<td>226</td>
</tr>
<tr>
<td>Trade working capital facilities</td>
<td>273</td>
<td>265</td>
</tr>
</tbody>
</table>

- Buyback³ to commence in next permissible trading window
- Balance sheet successfully deleveraged
- Healthy debt maturity profile. No maturities until FY24
- Sufficient liquidity headroom – undrawn facilities of $788 million in FY23

(1) Net Debt comprises the net of interest bearing liabilities, cash and cash equivalents, and the fair value of derivative instruments economically hedging the Group’s interest bearing liabilities and excludes lease liabilities. (2) Net debt / EBITDA ratio (for debt covenant purposes). EBITDA is calculated using 12 month rolling EBITDA ex IMIs, minus lease depreciation. Net Debt is translated at the 12 month average AUD:USD FX rate. (3) Although it is IPL’s current intention to complete the announced buyback, any purchases under the program remain at the discretion of the Company. See disclaimer on Slide 3.
WALA offtake agreement

Earnings impact of offtake agreement

- The Waggaman ammonia offtake agreement between IPL and CF Industries includes the offtake of 200kst/yr of ammonia for up to 25 years, priced on a gas-backed formula at a level commensurate with the current cost of production at WALA.

- The offtake agreement is valued at US$425m, based on:
  - Purchasing 200kst/yr of ammonia for 25 years
  - An assumed through the cycle Tampa ammonia price of US$500/mt
  - Less the cost of purchasing the ammonia at the offtake agreement price (assuming Henry Hub gas of US$3.50/mmbtu)
  - Discounted back to 2023 present value

- Impact to DNA earnings:
  - Reduced ammonia purchase price for LOMO’s ammonia offtake from WALA, as compared to current internal transfer price
  - Realising value for incremental long ammonia. This supports the potential future debottlenecking of AN production at LOMO, and in the interim, realises value in line with ammonia market pricing
  - Impact of amortisation of the offtake agreement intangible asset\(^4\)

---

Estimated earnings impact (US $m)\(^1\)

<table>
<thead>
<tr>
<th>Cash changes to EBIT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT uplift from LOMO cost savings(^2)</td>
<td>~17</td>
</tr>
<tr>
<td>EBIT uplift from long ammonia(^3)</td>
<td>~13</td>
</tr>
<tr>
<td>Total Cash EBIT Impact (A)</td>
<td>~30</td>
</tr>
</tbody>
</table>

Less amortisation of Intangible Asset (Offtake Agreement) \((B)\)

Total EBIT Impact \((A) - (B)\)

---

Ammonia & Gas Sensitivity: Cash EBIT Impact (US $m)

<table>
<thead>
<tr>
<th>Tampa Ammonia US$/mt (2023 real)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>350</td>
</tr>
<tr>
<td>Henry Hub Gas US$/mmbtu (2023 real)</td>
<td>2.50</td>
</tr>
<tr>
<td></td>
<td>3.00</td>
</tr>
<tr>
<td></td>
<td>3.50</td>
</tr>
<tr>
<td></td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td>4.50</td>
</tr>
</tbody>
</table>

(1) Future earnings impact will be subject to future ammonia and gas pricing and offtake volumes at LOMO. This analysis assumes Henry Hub Index gas price of US$3.50/mmbtu and CFR Tampa ammonia price of US$500/mt (2) Based on 150,000 short tons (3) Based on 50,000 short tons (4) An intangible asset, representing the current market value of the offtake agreement, will be recognised at the date of the closure of the transaction based on the prevailing ammonia and gas outlooks at the time. This asset will be amortised over the life of the offtake agreement.
# Turnaround schedule

<table>
<thead>
<tr>
<th>Plant</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
<th>FY30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phosphate Hill, QLD</td>
<td></td>
<td></td>
<td></td>
<td><img src="image" alt="Cooler" /></td>
<td></td>
<td></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
</tr>
<tr>
<td>Cheyenne, WY</td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
</tr>
<tr>
<td>Moranbah, QLD</td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
</tr>
<tr>
<td>St Helens, OR</td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
</tr>
<tr>
<td>Waggaman, LA&lt;sup&gt;1&lt;/sup&gt;</td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
<td><img src="image" alt="Cooler" /></td>
</tr>
</tbody>
</table>

<sup>1</sup> Cooler replacement deferred to Oct 2024 (FY25) to coincide with turnaround.

APPENDIX

Sale expected to be completed prior to next turnaround.