



2001 Year End Results Briefing

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Headline Results

12 months ended July 31, 2001

Group sales	\$1.32 billion
Operating profit	\$51.1 million
Non operating items	(\$55.6 million)
Final result	\$4.5 million loss

Summary of headline results

Nufarm Limited generated a group operating profit of \$51.1 million for the 12 months ended July 31, 2001.

Non-operating items, including a \$59.2 million write-off associated with the Canadian based Sulfer Works Business and a \$3.6 million gain (primarily relating to the sale of the timber treatment business), resulted in a reported audited group loss of \$4.5 million for the period.

The operating result was in line with the 2000 operating profit - \$51.9 million - which was a record result for the company.

Group sales amounted to \$1.32 billion, up by 9% on the previous year. For the first time, sales generated in the company's international markets - predominantly Europe (26%) and North America (28%) - exceeded those in Australia and New Zealand.



- **Projected cash losses through to 2005**
- **Write-off - \$59.2 million**

Sulfer Works write-off

After conducting a thorough review of the Sulfer Works business, management determined that the operation would continue to generate substantial cash losses at least through until 2005.

Sulfer Works is located in Calgary, Canada, and was established to produce and market a premium sulfur based fertiliser product. While the product showed considerable potential in terms of its agronomic performance, product development and manufacturing difficulties were encountered and sales levels have not achieved viable levels.

Nufarm is negotiating with several potential purchasers, but any recovery will be small and the written down value of Sulfer Works reflects a conservative expectation in that regard.

The write-off includes provision for close down costs and no further write-downs associated with this business are anticipated in subsequent years.



- **Australia**
 - Industry rationalisation → market defence
 - Late season in WA
 - Rebuilding margins
 - - Pricing
 - - Access to market
 - - Value adding
 - - Working capital

A poor result from the Australian crop protection business

The 'flat' operating profit result in 2001 was largely attributable to a poor performance from the Australian crop protection business, which has been a key driver of profit growth in past years.

While sales revenues were maintained, Nufarm suffered lower margins as a result of defending its position as a market leader. The Australian market saw considerable rationalisation, both at the manufacturer/supplier level and at the distribution level. An outcome of this rationalisation has been the emergence of a smaller number of companies controlling a larger part of the market.

The drought conditions in Western Australian broke in time for a late planting, but the late timing in the season had an impact on the company's receivables as at the end of July.

The key business challenge in the current year is to rebuild the profitability of the Australian ag chemical operations. This will be addressed on a number of fronts, and price increases have already been introduced on several key products.



- **North America**
 - - **growth in 'branded business'**
 - - **increased position in glyphosate**
 - - **stronger distribution relationships**
 - - **turf and specialty market**

North America shows strong growth

Crop protection sales in North America increased by 22% on the previous year, with improved profit contributions from both the agricultural chemicals business and the turf and specialty chemicals operations (Riverdale).

This result showed the benefit of a considerable investment in establishing the 'Nufarm' brand; providing additional marketing and sales resources; and reorganising the company's distribution arrangements.

Nufarm increased its market share in its core phenoxy herbicide products and more than doubled sales of glyphosate from the 2000 financial year.

The company is proposing further investment in the key USA market this year in order to capitalise on long term opportunities. The acquisition of the Agtrol International fungicides business (completed in May) is a key component of that strategy.



US Sales Territories



US sales and marketing resources

The acquisition of the Agtrol fungicides business not only delivered an expanded product range, but also added important sales and marketing resources in areas of the United States where Nufarm was previously not well represented.

These resources were concentrated around the key horticultural markets of Florida and California.



Crop protection

- **Europe**
 - strong 2nd half in France
 - increased market share in Spain
- **Latin America / Asia**
 - key product registrations in South America
 - distribution/supply arrangements - Latin America
 - branding strategy in Asia
- **Agtról acquisition - fungicides strategy**

Other overseas markets also show growth

After a poor first half due to flood conditions, France rebounded strongly to meet budget by year end. The company also experienced growth, and improved profit contributions, in other European markets.

A registration approval in Brazil - the world's second largest market - for Nufarm's 2,4-D acid (the technical material on which a number of key herbicide products are based) helped facilitate increased sales in Latin America.

The company's Asian business also expanded, with the opening of a new office in Japan, and additional market share achieved in the important Indonesian plantation market.

The acquisition of Agtról facilitates Nufarm's entry into a valuable new sector (fungicides) within the crop protection business and opens up new product and geographic opportunities for the company.



Industrial, fine & performance chemicals

- **Sale of timber treatment**
- **Restructure of performance division**
- **Focus on pharma intermediates**

Pre tax operating profit up 33% in Industrial, Fine and Performance Chemicals Division

The increased profitability of this Division was achieved on lower overall sales, following the divestment of the construction chemicals business at the end of the 2000 financial year, and of the timber treatment business in January 2001.

The performance chemicals business was restructured to combine the major French and USA operating units, and the 'Galoryl' brand is now a global market leader in products which help prevent caking, dust emissions and moisture pick up.

The commissioning of a new synthesis plant at the SEAC subsidiary will enable that operation to expand its pharmaceutical intermediates business, and these production facilities are now at full capacity.



2002 ... and beyond

- **Double digit growth in operating profit**
 - **improved Australian ag chem**
 - **no Sulfer Works losses**
 - **growth in crop protection**
 - new product development in Europe
 - branding strategy
 - continued push into Latin America
 - China / India strategy
 - **growth in fine / performance chemicals**
 - 'Galoryl' brand now market leader
 - SEAC at full capacity

Company positioned for a return to profit growth

The company is budgeting for a return to double digit profit growth in the 2002 year. Management's confidence in achieving this result is based on a thorough review of all areas of the business.

Measures have been introduced to rebuild the margins in the Australian crop protection business and some of the benefits of industry rationalisation will begin to be seen in the current year.

The write-off of Sulfer Works will see an estimated \$2.5 million turnaround at the after tax operating profit level.

A number of new product introductions; further investment in the establishment of the Nufarm brand; and stronger distribution relationships will result in continued growth in most of the company's crop protection markets.

While general economic conditions will dampen growth prospects in most parts of the industrial, fine and performance chemicals division, there will be a strong focus on high margin synthesis work in areas such as pharmaceutical intermediates.



■ Sulfer Works

The asset write-downs and closure costs are as follows:	\$000
Accelerated amortisation of plant and equipment	36,321
Accelerated amortisation of intellectual property	975
Inventory write-downs and disposal of off-spec inventory	5,243
Redundancies	1,607
Closure and other costs	<u>4,806</u>
	48,952
Tax assets written off	<u>10,264</u>
Total	<u>59,216</u>



	1997 ¹	1998 ¹	1999 ²	2000 ²	2001 ²
Sales Revenue	684.0	1,123.0	1,122.0	1,213.0	1,323.0
EBITDA	97.3	126.5	143.2	162.9	164.1
Net Interest Expense	22.4	28.9	25.6	33.7	34.3
Operating Profit After Tax	38.6	39.3	43.9	52.0	51.1
Non Operating Items³	0.0	22.4	8.8	4.2	-55.6
Net Profit After Tax	38.6	61.7	52.7	56.2	-4.5
Interest Cover (EBITDA/ Net Interest)	4.34	4.38	5.59	4.83	4.55
Total Assets	784.0	1,070.1	1,057.4	1,138.9	1,191.9
Total Shareholder Equity	258.9	312.0	354.1	388.5	352.8

Notes :

1. The figures for 1997 and 1998 are based on twelve months ended May 31 NZ amounts translated at 0.824.
2. The figures shown for 1999 to 2001 are for the twelve months ended July 31.
3. The non operating amounts shown reflect the costs or gains associated with sales of business operations or asset write offs in each year as follows:

	1998	1999	2000	2001
Fertiliser sale	24.72	16.2		
Construction Chemical sale			15.8	
Pharma Pacific write down		-4.2	-6.4	
Sulferworks write down				-59.2
Migration costs		-4.2		
Other	-2.4	1.0	-5.2	3.6
Total	22.4	8.8	4.2	-55.6



■ **Cash Flow**

2001 Actual	65.2
Tax Payments	4.0
GST float	<u>18.6</u>
Revised 2001	<u>87.8</u>
2000 Actual	<u>92.7</u>

