

Announcement Summary

Entity name

AUSTRALIAN AGRICULTURAL COMPANY LIMITED.

Date of this announcement

Wednesday September 23, 2026

The +securities the subject of this notification are:

+Other securities issued under an +employee incentive scheme that are not intended to be quoted on ASX

Total number of +securities to be issued/transferred

ASX +security code	Security description	Total number of +securities to be issued/transferred	Issue date
AACAA	PERFORMANCE RIGHTS - LONG TERM INCENTIVE PLAN	204,758	17/08/2026

Refer to next page for full details of the announcement

Part 1 - Entity and announcement details

1.1 Name of entity

AUSTRALIAN AGRICULTURAL COMPANY LIMITED.

We (the entity named above) give notice of the issue, conversion or payment up of the following unquoted +securities.

1.2 Registered number type

ACN

Registration number

010892270

1.3 ASX issuer code

AAC

1.4 The announcement is

New announcement

1.5 Date of this announcement

23/9/2026

Part 2 - Issue details

2.1 The +securities the subject of this notification are:

+Other securities issued under an +employee incentive scheme that are not intended to be quoted on ASX

2.2a This notification is given in relation to an issue of +securities in a class which is not quoted on ASX and which:

has an existing ASX security code ("existing class")

Part 3B - number and type of +securities the subject of this notification (existing class) where issue has not previously been notified to ASX in an Appendix 3B

ASX +security code and description

AACAA : PERFORMANCE RIGHTS - LONG TERM INCENTIVE PLAN

Date the +securities the subject of this notification were issued

17/8/2026

Will these +securities rank equally in all respects from their issue date with the existing issued +securities in that class

Yes

Were any of the +securities issued to +key management personnel (KMP) or an +associate?

No

Please provide a URL link for a document lodged with ASX detailing the terms of the +employee incentive scheme or a summary of the terms

<https://aaco.com.au/investors-media/corporate-governance>

Go to the URL, click on the "AACo Long Term Incentive Plan Summary of Key Terms"

Any other information the entity wishes to provide about the +securities the subject of this notification

The performance rights issued pursuant to the FY26 Offer under the AACo Long Term Incentive Plan will vest as follows:

- Up to 100% will vest on 30 June 2029, subject to satisfaction of service conditions and depending on the extent to which applicable performance conditions (tested at 31 March 2029) are satisfied; and
- Any performance rights that do not vest on 30 June 2029 will lapse.

Vesting and allocation of shares in AACo is at all times subject to the AACo Long Term Incentive Plan Rules in the Summary of Key Terms.

Issue details**Number of +securities**

204,758

Part 4 - +Securities on issue

Following the issue, conversion or payment up of the +securities the subject of this notification, the +securities of the entity will comprise:

The figures in parts 4.1 and 4.2 below are automatically generated and may not reflect the entity's current issued capital if other Appendix 2A, Appendix 3G or Appendix 3H forms are currently with ASX for processing.

4.1 Quoted +securities (Total number of each +class of +securities issued and quoted on ASX)

ASX +security code and description	Total number of +securities on issue
AAC : ORDINARY FULLY PAID	602,766,747

4.2 Unquoted +securities (Total number of each +class of +securities issued but not quoted on ASX)

ASX +security code and description	Total number of +securities on issue
AACAB : PERFORMANCE RIGHTS - DEFERRED EQUITY AWARD	1,660,211
AACAA : PERFORMANCE RIGHTS - LONG TERM INCENTIVE PLAN	12,732,956

Part 5 - Other Listing Rule requirements

5.1 Were the +securities issued under an exception in Listing Rule 7.2 and therefore the issue did not need any security holder approval under Listing Rule 7.1?

Yes

5.1a Select the number of the applicable exception in Listing Rule 7.2

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