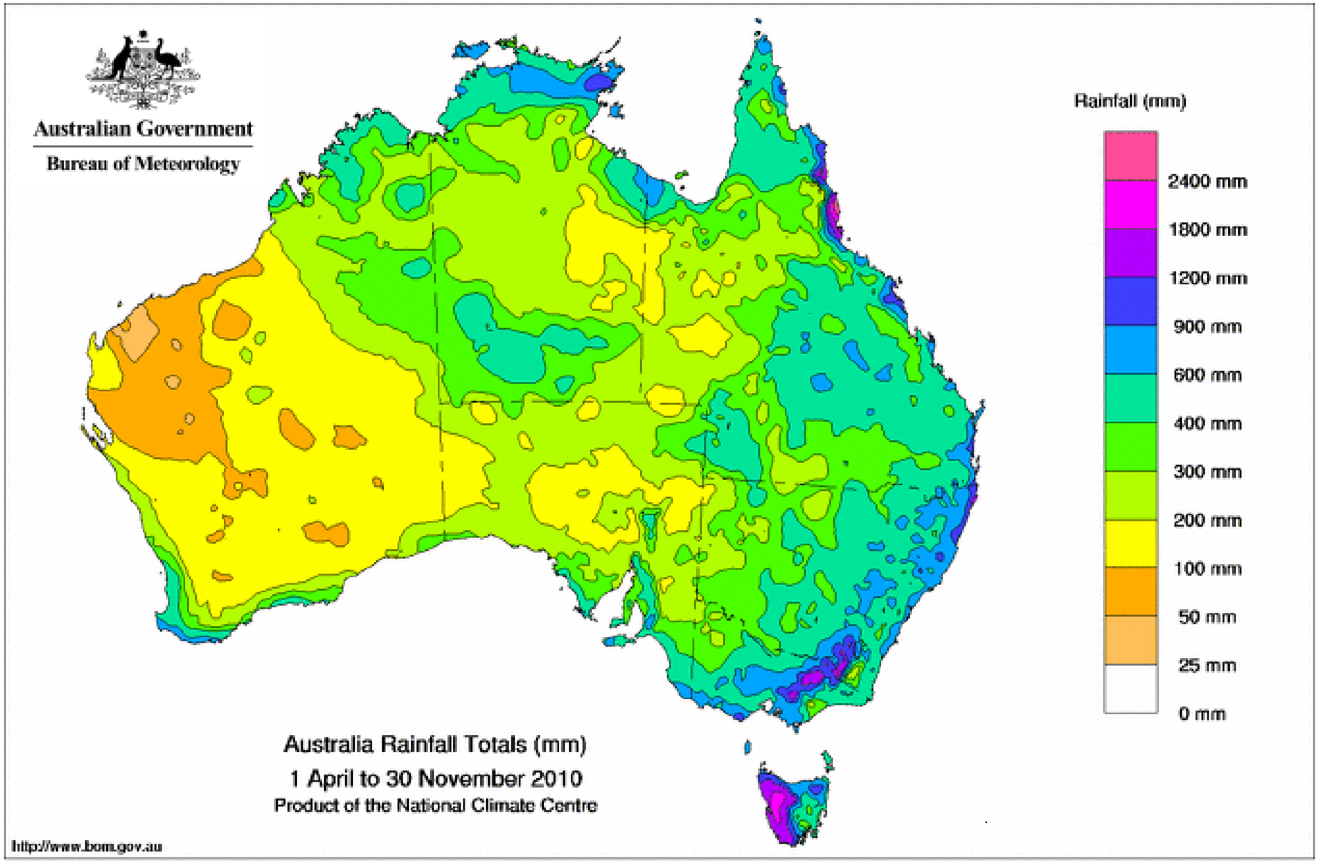
Ridley Half Year Results Presentation

RIDLEY RESILIENT

- **Period of severe adverse weather conditions -** sustained periods of widespread and unseasonally high rainfall
- **Stress testing of businesses -** wet weather contingency plans actioned
- **$1.0 million uplift in NPAT -** lower operating result boosted by lower tax and with strong underlying cash generation preserved
- **Robust operations** - affected in the half year by the severe adverse weather patterns but resilient overall and within the tolerance for earnings deviation arising from extraneous factors
- **Ridley AgriProducts $12.8m first half result -**
  - Supplements down by $1.0 million with abundance of pasture
  - FY11 expensing of costs that were capitalised on ERP in FY10
  - Other sectors stable with slow but steady dairy sector recovery
- **Cheetham result of $11.3m including JV's –**
  - Queensland weather events causing stock losses, production disruption, and lower stockfeed volumes
  - Reduction in soda ash volumes and JV profits
- **Unlocking of further growth potential remains the key focus**

RIDLEY RESILIENT

- Sustained periods of rainfall in dry season led to highest levels recorded on east coast for up to 50 years prior to onset of widespread flooding around half year end
- Abundance of natural pasture for dairy, beef and sheep sectors
- Less reliance placed on supplementary feeding



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Issued: 30/11/2010

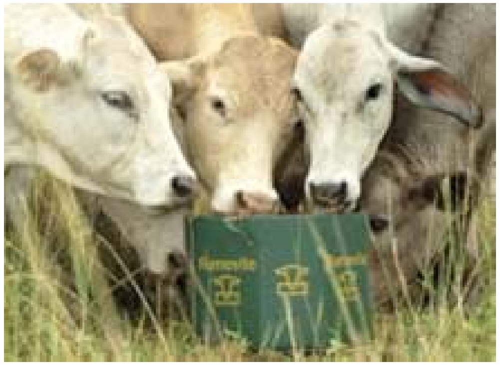
FINANCIAL HIGHLIGHTS

Consolidated result - in $m	1H FY11	1H FY10
Sales Revenue	373.6	381.8
EBIT - AgriProducts	12.8	14.1
EBIT - Cheetham	7.8	9.5
Salt Joint Ventures	3.5	3.8
Corporate Costs	(3.5)	(3.6)
Result from Operations	20.6	23.8
Net Finance Expense	(4.6)	(3.9)
Tax Expense	(0.1)	(5.0)
Net profit	15.9	14.9

- Group NPAT of $15.9m, up $1.0m or 6% on 1H FY10
- EBIT result for AgriProducts of $12.8m includes $0.4m contribution from liquid feeds business up to and including its sale
- Cheetham impacted by severe weather events
- Highly reliable earnings and cash streams from joint ventures, slightly down on budget and last year
- Corporate costs in line with budget
- Net interest up by $0.7m due to accelerated amortisation on capitalised borrowing costs
- Low tax expense largely due to 2010 R&D tax concession claim for ERP

RIDLEY AGRIPRODUCTS RESULTS PRESENTATION





HIGHLIGHTS

- **EBIT result of $12.8m -** temporary deviation from longer term growth path but highly resilient result in stressful period for the business
- **Aqua-feeds -** insulated from on-land adverse weather events
- **Packaged Products –** earnings stable despite pasture availability
- **Pig and Poultry -** Loss of pig volume more than covered by poultry growth but minimal earnings impact due to shift in margin mix
- **Dairy sector -** positive earnings recorded for the half year but full recovery still 18 months away
- **Supplements result down $1.0m on prior year** - despite increase in market share and adoption of cost minimisation strategies
- **Non-core liquids business divested** - two months of operations and sale transaction contributed $0.4m to the half year.
- **Expensing of ERP costs** – incremental operating costs of $0.5m and amortisation of $0.8m charged in period not in prior period result

SECTOR ANALYSIS

RIDLEY AGRIPRODUCTS
High Performance Animal Nutrition.

Sector	1H FY11 (kt)	1H FY10 (kt)	Outlook
Poultry	459	371	↑
Aqua-feed	25	24	↑
Packaged	42	48	↓
Dairy	125	110	↑
Pig	122	163	↓
Supplements	13	21	↓
Beef & Sheep	12	19	↓
Other	31	34	—
Total Tonnes	829	790	↑

- **Poultry: 24% growth from ramp up of long term customer contracts, market growth of chicken consumption and growth in niche turkey and duck sectors**
- **Aqua-feed: prior year sales growth and market penetration maintained with Ridley Aqua-feed looking to expand into new markets and secure new customers**
- **Packaged Products: volumes down primarily due to pasture availability and slower than anticipated dairy sector recovery but earnings maintained through tight margin management**
- **Dairy: 14% improvement in Dairy volumes and margins as the sector recovers on the back of firmer milk prices and pasture availability**
- **Pig: continued producer profitability and stabilised pig numbers have maintained volumes except for loss of major customer as previously reported.**
- **Supplements: increased market share recorded in a shrunken seasonal market due to widespread pasture availability.**
- **Beef & Sheep: small sectors for Ridley but both affected by pasture abundance.**

Financial Summary

Agriproducts ($m)	1H FY11	1H FY10
Sales ($)	**318.5**	**324.9**
EBIT	**12.8**	**14.1** #
Depreciation	4.3	3.3
EBITDA	**17.1**	**17.4**
Net Working Capital Change	(4.5)	3.2
Operating Cashflow (1)	**12.6**	**20.6**
Maintenance Capex	(2.7)	(0.8)
Operating Cash flow (2)	**9.9**	**19.8**
Development Capex	(0.8)	(3.4)
ERP Capex	(0.5)	(3.6)
Asset Sales Proceeds	5.0	0.5
Net Cash flow pre interest & tax	**13.6**	**13.4**
Op Cashflow (1) : EBITDA	74%	118%
Working Capital	37.0	26.7
Funds Employed	137.1	129.5
Annualised ROFE (EBIT/Funds employed)	**18.7%**	**21.8%**

- **EBIT result of $12.8m recorded despite adverse weather conditions.**
- **EBITDA maintained at 2010 level, with $1.0m increase in depreciation due to ERP.**
- **Net working capital movement from June:**
  - increase in debtors and inventory driven by sharp grain price rises in July/ August 2010 and held for remainder of the period.
- **Total capex of $4.0m maintained within depreciation of $4.3m.**
- **$5.0m proceeds on sale of share of non-core liquid feeds business.**
- **Continued high cash conversion.**
- **High ROFE maintained of 18.7%.**

Prior period reclassification of $0.4m trade payable facility from reported EBIT of $13.7m to Interest expense.

OUTLOOK

RIDLEY AGRIPRODUCTS
High Performance Animal Nutrition.

Macro Economic Environment

- 2H FY11 impact of widespread flooding too early to predict with sufficient precision to issue guidance at the present time
- Existence of abundant pasture through the summer season will slow the pace of return of historical Ridley dairy volumes and margins
- Continued population growth and steadily increasing consumption of white meat to benefit Ridley poultry (and duck) volumes
- Large volumes of domestic feed grain available but subject to influences of world markets following lower than expected overseas harvests

Clearer picture expected to be available with Q3 results

but no change in long term outlook

STRATEGY

Strategic Actions for 2H FY11

- **Poultry -** continue long term strategy to secure additional volumes in regional growth areas in South Australia and South East Queensland
- **Aqua-feeds -** continue to develop improvements in Feed Conversion Ratios through specialised diets for domestic customer and expand customer base in Asia-Pacific
- **Pig volumes -** develop relationships to secure new pig customer base to replace lost volume
- **Packaged Products -** provide new product offerings, channel relationships, and product differentiation to grow volumes
- **Dairy –** market the cost effectiveness of feed solutions available, provide innovative solutions to ease seasonal cash flow constraints, and launch new product offering in Gippsland
- **Supplements -** minimise current year losses and position to take advantage of sector recovery
- **ERP platform -** continue to roll out throughout the business

CHEETHAM SALT
RESULTS PRESENTATION

Cheetham Salt
Pure Australian






HIGHLIGHTS

- EBIT result of $11.3m, down $2.0m on corresponding period
- $2.0m adverse impact of severe weather events:
  - 36% volume fall in stockfeed sector
  - delays in reaching nameplate production capacity
  - loss of harvested salt from the bank at Bajool
  - harvest deferral at Bowen
- Cost savings of $0.6m realised compared to prior period freight and start up costs
- 10% fall in soda ash volume
- Joint Ventures continued solid performance. Cash dividends again withheld to conclude NZ expansion.
- Strong volume growth in Indonesia through new refinery offset by provision raised for contested tax assessment

SECTOR ANALYSIS

Cheetham Salt
Pure Australian

Sector	1H FY11 (kt)	1H FY10 (kt)
Soda Ash	260k	290k
Chemical	83k	90k
Food	48k	50k
Pool	43k	38k
Hide	30k	30k
Stockfeed	16k	26k
Export	56k	63k
Indonesia	45k	33k
Other	11k	13k
Total Tonnes (kt)	592k	633k

- Soda Ash volumes down due to lower offtake by Penrice.
- Chemical FY10 comparative included the one off sale of low grade, prior year harvest stack.
- Food reflects slight reduction in retail volumes.
- Pool volumes increased by 13% due to weather conditions consistent with re-chlorination of pools in Qld and NSW.
- Hide volumes steady year on year.
- Weather in Qld severely affected stockfeed demand.
- Export of crude salt to Dominion down 7.4kt although export volumes to Japan have increased by 0.8kt.
- Indonesia volumes have increased by 36%. Full impact of new refinery being realised.

FINANCIAL SUMMARY

Cheetham Salt
Pure Australian

Cheetham (A$m)	1H FY11	1H FY10
Sales ($)	**55.2**	**56.9**
EBIT (excl. JV NPAT)	**7.8**	**9.5**
Depreciation	2.9	2.1
EBITDA	**10.7**	**11.6**
Net Working Capital Change	(1.7)	(2.0)
Operating Cash flow (1)	**9.0**	**9.6**
Maintenance Capex	(1.4)	(1.1)
Operating Cash flow (2)	**7.6**	**8.5**
Development Capex	(0.4)	(6.1)
Asset Sales	-	2.5
Net Cash flow pre JV's	**7.2**	**4.9**
Joint Venture Dividends	0.9	0.9
Net Cash flow pre interest & tax	**8.1**	**5.8**
Op Cash flow (1) % EBITDA	84%	83%
Working Capital	36.8	37.3
Funds Employed (exc JV's: $50.7)	188.3	194.9
Annualised ROFE (EBIT/Funds employed exc JV's)	**8.3%**	**9.7%**

- **Sales revenue fall of only 3.0% despite 6.5% volume decrease**
- **EBIT result before JV's of $7.8m, down $1.7m or 18% on FY10**
- **Higher depreciation and $5.7m reduction in development capex reflect completion of refinery rationalisation strategy**
- **Tight control over working capital such that operating cash flow of $9.0m achieved**
- **JV NPAT of $3.5m for annualised ROI of 13.8% (FY10: $3.8m & 17.2%) with dividends withheld to fund Dominion Salt NZ expansion**
- **High cash conversion maintained**
- **FY11 net cash flow higher given capex movements between periods**

OUTLOOK & STRATEGY

Cheetham Salt
Pure Australian

Macro Economic Environment

- The impact of the floods and subsequent restocking program uncertain at the present time, but flat overall volumes are likely for FY11
- Salt demand typically grows in line with population growth and GDP as a low cost, essential ingredient/constituent item

Market Environment

- Increasing demand for pool salt
- Food salt demand stable as reductions in the salt content of food products is being offset by population growth

Strategic Actions

- Realise full cost savings from new refinery at Bajool, including supply chain efficiency improvements
- Sustainable salt field management
- Focus on taking cost out of the business

DRY CREEK

Cheetham Salt
Pure Australian

- Feasibility study with Delfin Lend lease concluded in half year
- 22 October 2010 ASX release confirmed redevelopment of the Dry Creek site into a residential community is financially viable
- Redevelopment not feasible at the present time due to current contractual commitments to Penrice
- Potential to create significant long term shareholder value
- In prime location with proximity to Adelaide CBD, included within SA Government’s 30 Year Plan
- Redevelopment value underpins current in-use carrying value
- On continuous watch by Ridley

Ridley confident that redevelopment will occur

at an appropriate time

LARA

Cheetham Salt
Pure Australian

Balance Sheet

Balance Sheet in $m	1H FY11	1H FY10
Total Current Assets	190.9	186.2
Total Current Liabilities	112.4	112.2
Net Current Assets	78.5	74.0
Property, plant & equipment (P,P&E)	220.8	226.4
Investments	52.9	46.3
Intangibles	28.7	27.6
Total Non Current Assets	302.4	300.3
Current Borrowings	86.6	-
Borrowings	-	87.1
Deferred Tax Liabilities	4.6	4.7
Provisions	0.8	1.0
Total Non Current Liabilities	5.4	92.8
Net Assets	288.9	281.5

- Increase in Current Assets from Dec 2009 reflects $9.6m increase in inventory due to higher grain prices offset by $3.8m decrease in debtors; cash up $0.8m.
- $5.4m of P,P&E additions, depreciation and amortisation of $7.2m (inc intangibles), disposal of liquid feed assets of $4.5m carrying value.
- Investments increased due to Dominion Salt joint venture retaining funds to complete profit-improving refinery expansion.
- Level of borrowings consistent with last year, temporarily reclassified as current pending 31 January 2011 draw down under new banking facility.

WORKING CAPITAL

Working Capital in $m	1H FY11	1H FY10
Cash	10.8	10.0
Trade Debtors	89.8	89.5
Other Debtors and prepayments	4.2	8.4
Inventory	86.1	76.5
Tax Receivable	-	1.8
Total Current Assets	190.9	186.2
Trade Creditors	96.7	95.4
Provisions	11.6	11.0
Tax Liabilities	3.5	2.6
Borrowings	86.6	1.3
Derivative Financial Instruments	0.6	1.8
Total Current Liabilities	199.0	112.2
Working Capital (excl. Cash, Tax, Borrowings, Derivatives)	71.8	68.0
Net Movement in Working Capital	(5.8)	(3.5)

- **Continued focus on credit limit management & timely debt collection**
- **Inventory increase of $9.6m following sharp rises in grain prices in July / August 2010**
- **Prior year tax receivable received in full in 2H FY10**
- **Stable creditors position despite raw material price rises**
- **Borrowings necessarily reported as a current liability at half year with new facility executed but not drawn down at half year end**
- **Interest rate hedging derivatives are being allowed to lapse as they are no longer a facility requirement**

CAPITAL EXPENDITURE

Items in $m	Agri	Salt	Total
Bajool Refinery	-	0.3	0.3
Other	0.8	0.2	1.0
ERP	0.5	-	0.5
Total Development Capex	1.3	0.5	1.8
Maintenance Capex	2.7	1.4	4.1
Total Capex	4.0	1.9	5.9
Depreciation and amortisation	4.3	2.9	7.2

- Completion of Cheetham refinery rationalisation strategy in prior year.
- ERP capitalisation largely concluded by 30 June 2010, with implementation costs being expensed and amortisation being charged.
- Achieved stated objective of maintaining capex within sum of depreciation and amortisation for FY11 and FY12 subject to profit enhancement opportunities.
- Maintenance Capex of $4.1m for 1H FY11 compares to prior 12 month $5.9m.

CASH FLOW

Cash flow in $m	1H FY11	1H FY10
EBITDA (inc JV NPAT's)	27.8	29.3
Movement in working capital	(5.8)	(3.5)
Other net cash outflows	(6.9)	(1.5)
Capital expenditure	(5.9)	(15.0)
Net cash dividends	(10.5)	(9.8)
Proceeds from sale of assets	5.1	2.9
Net finance expense	(4.5)	(3.5)
Net tax payments	(3.1)	(0.3)
Cash flow for the period	(3.8)	(1.4)
Settlement of prior year Canadian tax liability	-	(7.9)
Draw down of debt	(3.8)	(9.3)
Opening net debt as at 1 July	(72.0)	(69.1)
Closing net debt as at 31 Dec	(75.8)	(78.4)

- Strong EBITDA performance despite severity of adverse weather conditions.
- Working capital and capex already covered.
- Final dividend paid increased from 3.5c to 3.75c per share, wholly in cash.
- Cheetham Salt JV dividends were reduced in both periods by funds retained to finance Dominion Salt NZ refinery expansion.
- Non-core liquid feeds business sold for proceeds of $5.0m (FY10: Corio property).
- Net finance cost increased in line with interest rates and timing of loan maturity to change to new bank facility
- Tax paid for FY11 prior to finalisation of tax estimates and ERP tax concession; FY10 allows for tax refundable of $1.8m.
- Canadian tax liability relating to sale of Ridley Inc settled in August 2009.

FINANCIAL RATIOS

Financial KPI's	1H FY11	1H FY10
Net Debt - in $m	75.8	78.4
Equity - in $m	288.9	281.5
Total Assets – in $m	493.4	486.5
Gearing (Net Debt / Equity)	26.2%	27.9%
EBIT* - in $m	20.6	23.8
EBITDA* - in $m	27.8	29.3
Net Debt / EBITDA*	2.7	2.7
EBIT* / Net Interest	4.5x	6.1x
Operating cash flow / EBITDA*	34%	45%
ROE (annualised EBIT*/ Funds employed inc JV's)	11.0%	13.0%
Earnings per share	5.2	4.9

- Gearing stable reduced to 26.2% pre- Camilleri acquisition (33.5% post) with strong debt servicing capacity
- ROE maintained in double figures for the third successive period at 11.0%
- EPS growth is up 6% to 5.2 cents per share
- Persistent high conversion of earnings to cash
- Term loan facilities renegotiated before half year end to 29 December 2014

* Includes NPAT from JV's so understated by impact of interest, tax (& DA as applicable) on JV results

CAMILLERI STOCKFEEDS

RIDLEY

- **Acquisition of Camilleri Stockfeeds announced on 21 Jan 2011**
- **Expected to complete around end of February 2011 following licence transfers etc**
- **Ideal complementary "bolt on" opportunity in $25- $35m range, 100% debt funded, meets all Ridley internal acquisition hurdles**
- **Highly compatible with Agriproducts business with strong synergies in nutrition solutions - particularly with Aqua-feeds, its largest customer**
- **Similar EBIT to Aqua-feeds & Packaged Products with proven track record of earnings and cash conversion over 30 years**
- **Expect it to be EPS accretive in year 1 – bottom end at 5%**
- **A necessary industry expected to grow in line with food consumption and population growth trends**
- **Key management personnel retained within the business**

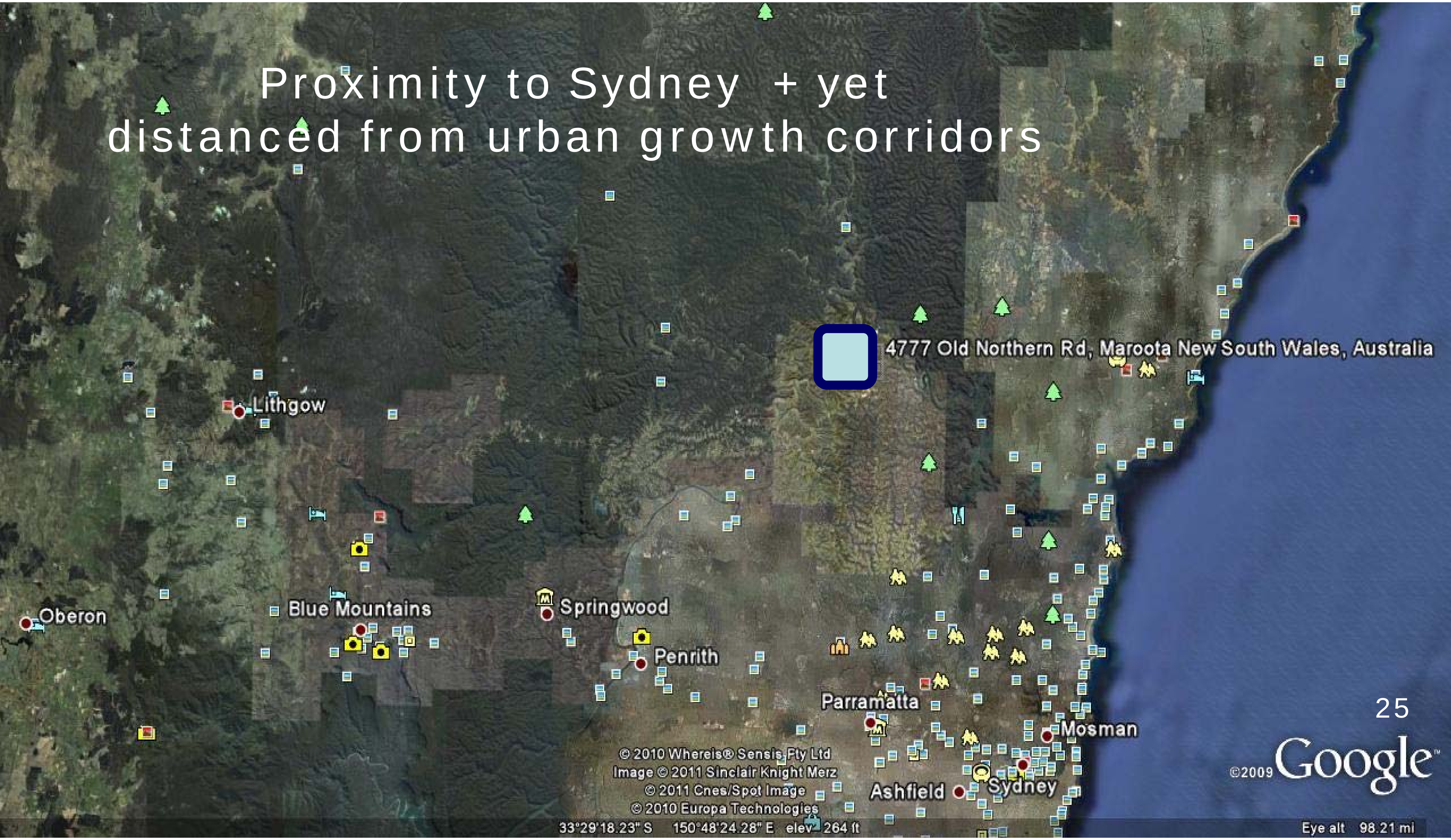
CAMILLERI STOCKFEEDS

- **Poultry and fish only – low exposure to weather and seasonal fluctuation**
- **Significant blending capacity**
- **Export licences and only holder of EU licence, AQIS accredited for importing**
- **Important supplier of protein to animal feed industry and key input into pet industry**
- **Existing capacity to handle greater volumes**
- **Strong environmental credentials and safety focus**
- **Reputation for quality and innovation, long term relationships**
- **Single site, Sydney basin, compact business to integrate**

SYDNEY BASIN LOCATION

RIDLEY

Proximity to Sydney + yet distanced from urban growth corridors



AERIAL SITE VIEW

CONCLUSIONS & OUTLOOK

- **Half year result - weather impacted, delayed the returns to come from capital projects, but delivered strong operational cash flows despite sharp and sustained rises in grain prices**
- **Impacts of recent and widespread flooding still to be fully assessed**
- **Second half raw material prices likely to remain high despite availability of weather damaged grain**
- **New banking facility to start to deliver finance cost savings by year end**
- **Maintain focus on internal costs and efficiency - further prior year tax benefit to finalise**
- **Growth in Dairy, Packaged Products, Aqua-feed and Poultry sectors anticipated to continue**

CONCLUSIONS & OUTLOOK

- Integrate Camilleri acquisition to ensure EPS accretive in first 12 months
- Maintain strong cash conversion and recent dividend streams
- Manage capital expenditure within depreciation and amortisation levels
- Continue focus on effective management of working capital
- Position the business to generate the benefits from ERP implementation in FY12
- Closely monitor all related activity to take full advantage of property redevelopment opportunities that may emerge sooner than anticipated
- With headroom in the facility limits and debt servicing capacity, continue the disciplined approach to source further “bolt-on” acquisitions in AgriProducts
- Provide full year guidance based on Q3 actuals and Q4 outlook

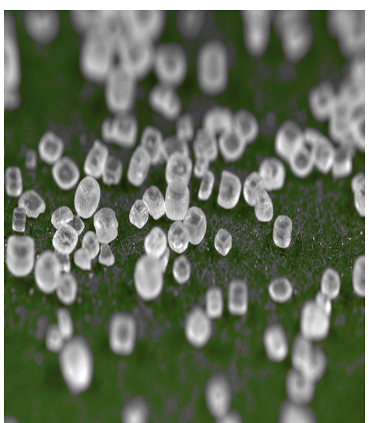
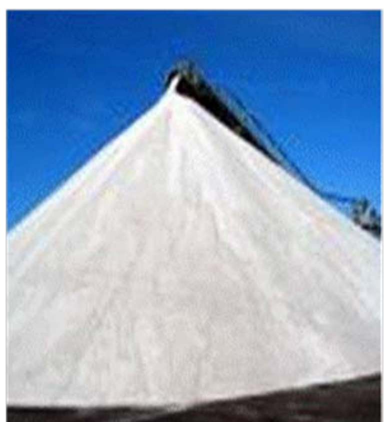
RIDLEY CORPORATION

RIDLEY

We feed the food that ends up on your plate




Premium Solar Salt

Ridley transformed and now a compelling proposition