RIDLEY CORPORATION LIMITED

ANNUAL GENERAL MEETING 22 NOVEMBER 2011

CHAIRMAN'S ADDRESS

In my first address today as Chairman of Ridley, and at our first meeting here in Melbourne since relocating our head office from Sydney to our operational headquarters at Bourke Street, I will comment on our results for the 2011 financial year, the major determinants of that result, and where we see the future of the business, both domestically and overseas.

At the conclusion of my address, I will invite our Managing Director and CEO, John Murray, to make some more detailed comments about the company, its performance for the year and about the priorities for our businesses as announced with the annual result in August 2011.

After John's address, we shall proceed to the formal items of business of the meeting and open the financial statements and reports for consideration, and for questions and comments by shareholders.

OUR 2011 FINANCIAL RESULTS

Our consolidated operating result for the year was $29.3 million after tax, slightly ahead of both the market guidance of $27 million to $29 million issued in June 2011 and last year's result of $29.1 million. Despite the close proximity of the annual results, there were some significant movements in the underlying contributions from the business and in our tax position.

At the divisional level, Ridley AgriProducts delivered an Earnings Before Interest and Tax, or EBIT, of $24.9 million for FY11, a decrease of $4.1 million from the previous year's record result of $29.0 million.

In a year of extreme conditions, the vast majority of which have been unfavourable to the main sectors of Ridley operations, this is a resilient result and one that demonstrates the value of the initiatives undertaken in this business over the past three years. It also helped that our facilities in New South Wales and Queensland are located on higher ground and therefore avoided any inundation.

In addition, the persistent rainfall throughout the Eastern states, in many areas at levels not witnessed for fifty years, produced an abundance of pasture and thereby a low cost alternative feed solution for our customers. Sales volumes in the Dairy sector, Supplements business, and through the regional retail outlets for Packaged Products, were all adversely affected as a result.

Furthermore, the widespread flooding in December 2010 and January 2011 adversely affected the operating result for the year by an estimated $6.6 million in the Agriproducts business, either through incremental costs incurred by Ridley or lost sales from customers whose operations were impacted by inundation or logistical issues.

Given the above circumstances, the 2011 financial result is a good outcome.

2011 also proved to be an extremely challenging year for the salt business, with divisional profitability of $21.2 million compared with $24.0 million in the prior year, made up of an EBIT of $14.2 million plus after tax profits from the Joint Ventures of $7.0 million.

The salt business performance was also significantly impacted by the severe adverse weather conditions, which resulted in widespread and unseasonably high rainfall, and extensive flooding and business inundation. These weather events influenced the demand for Cheetham Salt products, and dramatically affected the efficiency of the salt refineries and the salt production fields. The combined impact of the weather events on the 2011 EBIT has been estimated at $1.9 million.

Despite the harsh trading environment, Cheetham reported strong cash flow of $19.2 million, up $0.4 million on the prior year, achieved through tight control of working capital and the refinery rationalisation program completed at the end of the previous year.

At the corporate level, we entered the 2011 financial year with:

- a strong balance sheet and our operations well positioned for continued growth,
- significant capital projects to come on line and an ERP roll out to implement, and
- potential opportunities that may arise from consolidation within the agribusiness sectors.

During the 2011 year we:

- generated $43.4 million of operating cash before interest, dividends and tax which facilitated the cash payment of full year dividends of 7.5 cents per share;
- refinanced the banking facility at significantly improved rates and terms, and for a four year period through to December 2014;
- exited our share of the non-core liquid feeds business and generated a small profit on the sale;
- acquired the Camilleri rendering business which made a positive EBIT contribution of $2.6 million for the four months of the year under Ridley ownership;

- were thwarted in our efforts to record a second successive profit for the Supplements business by a market decimated by the effective absence of a traditional winter season in Queensland, and despite recording an increase in market share for the year;
- rolled out the new ERP in Ridley Agriproducts to all but two of the sites, both of which went on line by the end of August 2011; and
- made significant progress on a number of fronts with regard to the implementation of strategies to unlock the inherent value of our property assets surplus to ongoing operating requirements.

It was very rewarding after two years of concerted engagement in the identification and pursuit of acquisition opportunities, to shake free a quality asset in Camilleri Stockfeeds which ticked all the boxes of having a strong commercial rationale and close alignment with our core competencies, being appropriately priced, and possessing the same earnings and cash flow conversion capabilities as are now being generated by the transformed Ridley businesses. We shall continue our quest in 2012.

We were delighted during the year to extend the contract of our Managing Director, John Murray, who is now contracted to November 2014.

The final, unfranked dividend for the 2011 year of 3.75 cents per share was paid on 30 September 2011, bringing the total dividend for the year to 7.5 cents. The ability to frank the dividend was deferred due to our tax position but it is anticipated that the franking of our dividends should resume in 2012.

OVERVIEW

We are operating in the Agricultural Sector which is likely to have a very good year due to particularly good weather conditions and strong livestock demand. However, there is no doubt that the volume of grass which is expected to be produced in the current season will compete with us in some areas of our business in the current financial year. Going forward however, the beef and dairy sectors are likely to expand in these prevailing conditions, and this is certainly in Ridley’s longer term interest.

We reported in August 2011 that of the three year strategic plan objectives, the divestment of Ridley Inc and adoption of initiatives to address underperforming assets, had been accomplished, and that the third and final arm of the strategy, namely to realise value from surplus land holdings, was progressing well.

The Dry Creek site was confirmed as being financially viable but not feasible in the present circumstances due to the long term supply agreement with Penrice and the lack of viable alternative salt sources for Penrice. We have continued our redevelopment focus at the Lara and Moolap sites, located either side of the city of Geelong in Victoria.

Your Managing Director will elaborate on progress with regard to these sites and on the other strategic priorities for the Company moving forward and as announced in August of this year, so I shall simply confirm the Board's commitment to the implementation of these priorities as a means to generate long term shareholder value.

Finally, I would like to thank my fellow directors for their contribution throughout the year and for their support to myself following Dr Keniry's retirement and my appointment as Ridley Chair in November 2010. I would like to again thank Dr John Keniry for his contribution to the success and stability of Ridley over many years of stewardship and involvement with the Company.

I would now like to hand over to our Managing Director John Murray who will share his thoughts with you on 2011 performance and the priorities for the future.