

Greencross Limited

The Pet Company

2015 FULL YEAR RESULTS PRESENTATION

RESULTS FOR YEAR ENDING 30 JUNE 2015



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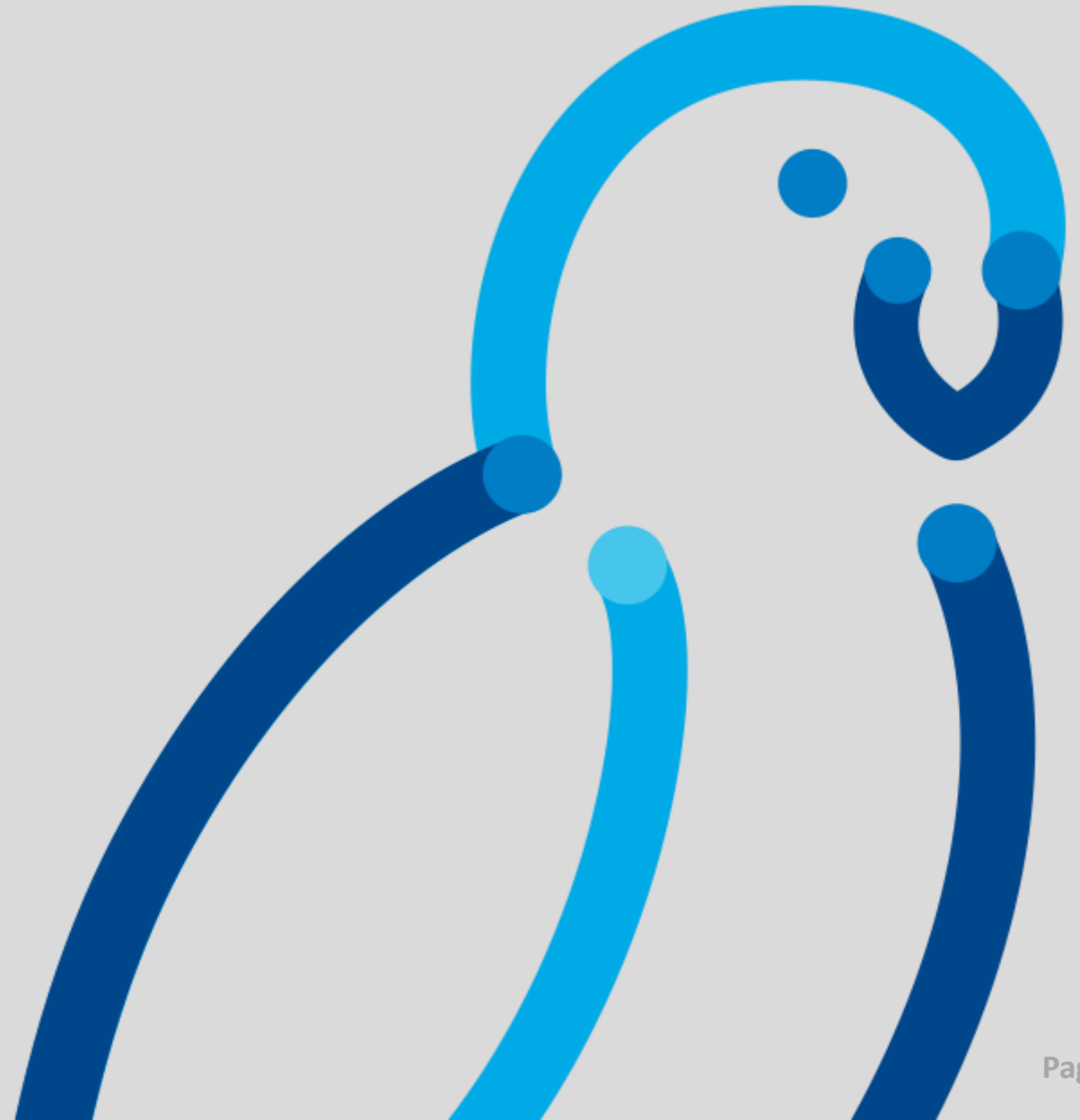
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Overview

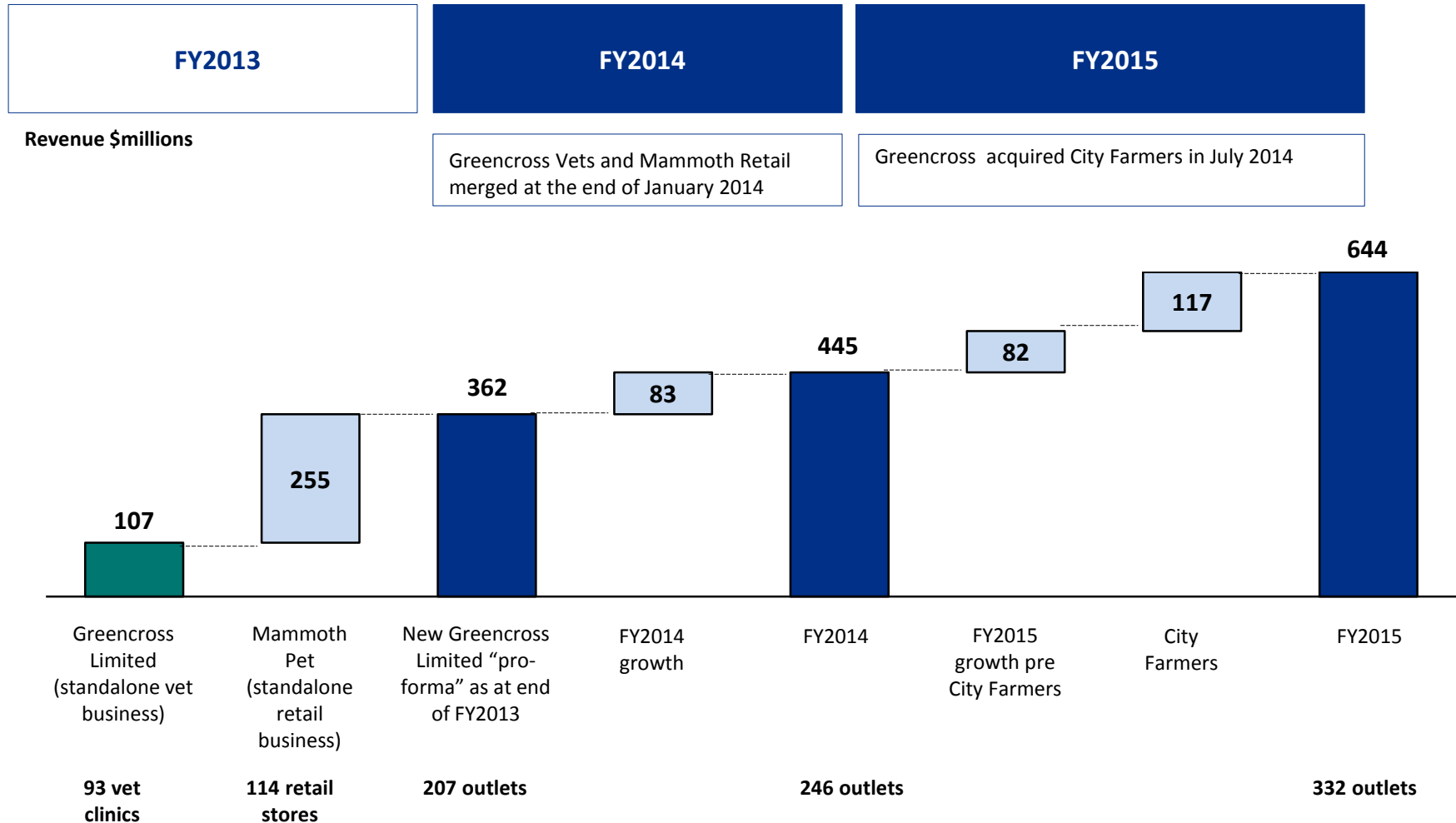
Jeffrey David - CEO



January 2014 to June 2015









18 months of substantial change

The Mammoth merger, City Farmers acquisition and sustained growth have transformed Greencross from a standalone vet business into Australasia's leading integrated pet care company and increased the size of the business by 6x.



Results highlights

Underlying

	FY2015 ¹	FY2014 ²		% Change
Revenue	\$644.5m	\$445.5m		+45%
LFL sales	+6.2%	+6.0%		+20bps
Gross Margin%	55.3%	54.8%		+50bps
EBITDA	\$86.8m	\$54.3m		+60%
EBITDA Margin	13.5%	12.2%		+130bps
NPAT (post minorities)	\$38.2m	\$21.6m		+77%
EPS	34.3 cents	24.0 cents		+43%
Annual Dividend	17.0 cents	12.5 cents		+36%

1. Excludes one off acquisition, integration and restructuring costs in line with previous guidance

2. Assumes the merger with Mammoth was completed on 1 July 2013 including pro forma 12 months of merger synergies and excludes acquisition and integration costs and one off items

Store and clinic expansion

+35% to 332 locations

Significant growth runway remains for a business with a proven track record of profitable expansion

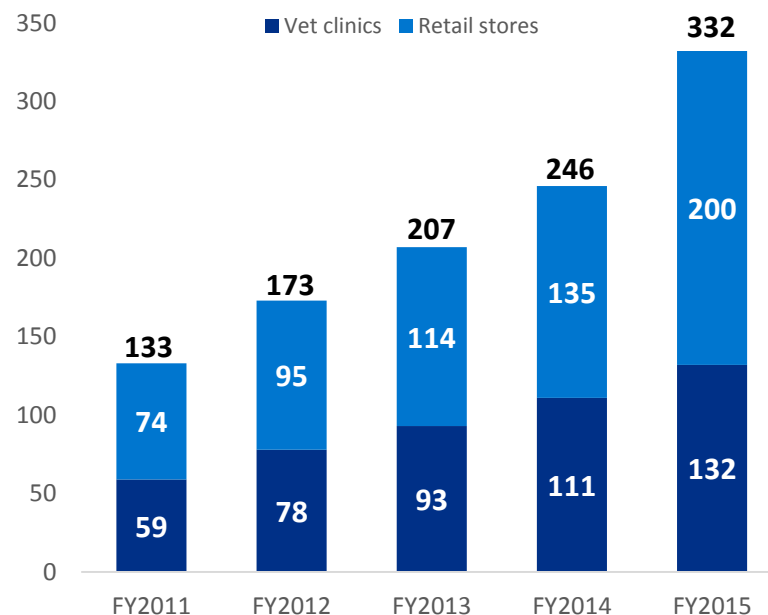
FY2015 network expansion

- Added 65 stores¹ increasing total store numbers to 200
- Added 21 clinics¹ increasing clinic numbers to 132
 - FY2015 acquisitions are expected to deliver annualised revenue of over \$31 million
 - Total vet clinic numbers includes 3 co-located clinics
- Total outlets reached 332 at financial year end

FY2016 YTD network expansion

- Added a further 5 stores taking total store numbers to 205
- Added a further 4 clinics, including 2 co-located clinics, taking total clinic numbers to 136
- Total outlets are currently 341

Store and Clinic Network



Greencross is on track to deliver our network expansion goals for FY2016

	FY2011	FY2012	FY2013	FY2014	FY2015	5yr CAGR
Network	133	173	207	246	332	26%
Revenue (\$millions)	231	293	362	445	645	29%
EBITDA (\$millions)	25	33	41	54	87	37%
EBITDA %	10.8%	11.3%	11.3%	12.2%	13.5%	

1. Net increase including store and clinic closures

In addition to growing the fleet by 35% we also:

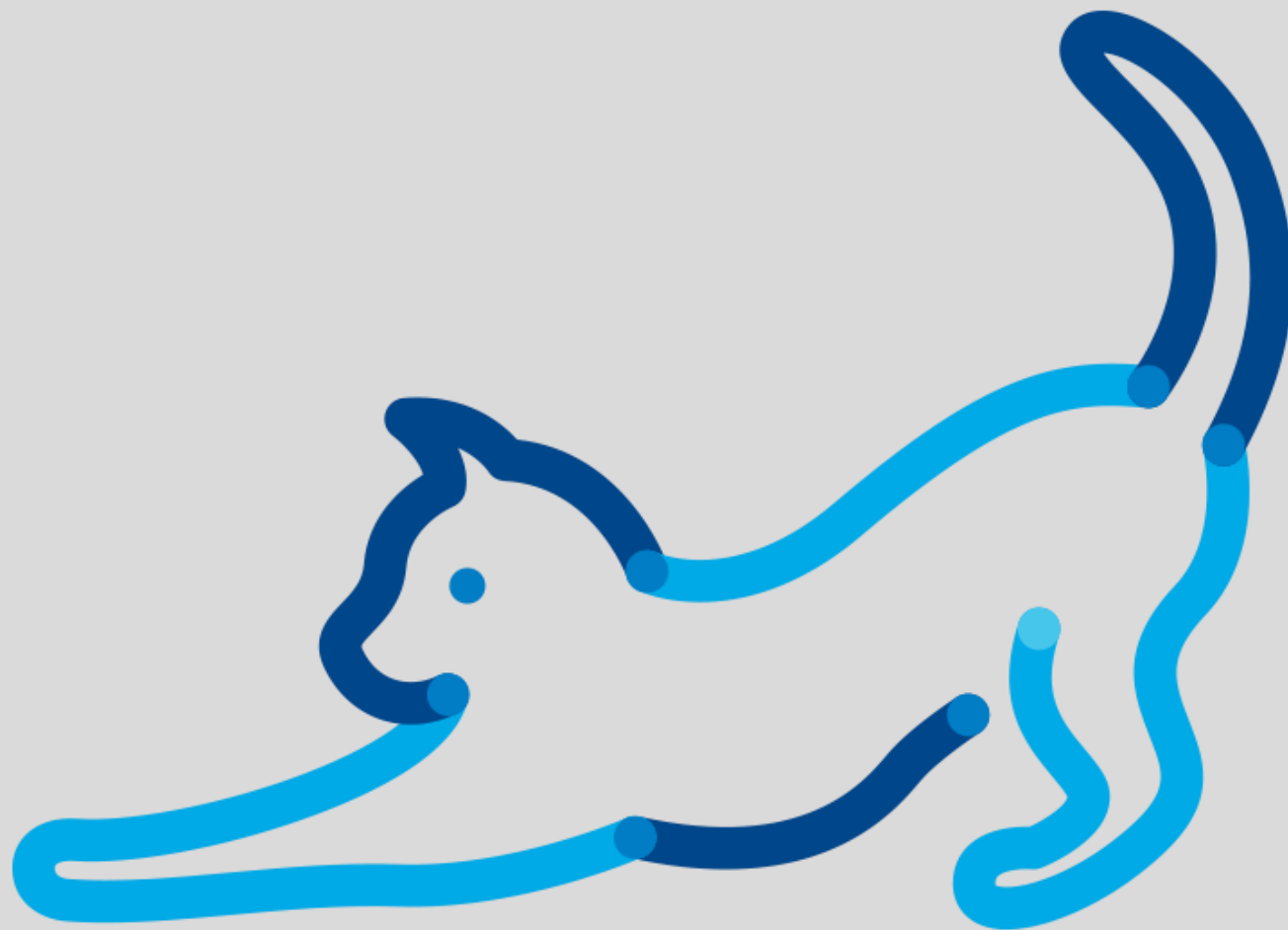
- Saved the lives of 21,583 pets without homes by finding them new loving homes
- Invested over 120,000 hours of team time in frontline training
- Grew retail loyalty membership by 25% to +2.9 million members
- Grew Healthy Pets Plus membership by 43% to +43,000 members
- Implemented a customer led supply chain under Greencross control to support a national high growth business
- Extended our vet medical specialist reach into NSW via an investment in the Animal Referral Hospital in Sydney
- Extended our vet reach into New Zealand with the acquisition of 3 clinics in Wellington
- Grew our online business by 80%
- Completed the integration of the leadership of the company post the merger with Mammoth

As we focus on:-

- Enhancing customer and team engagement **to promote cross shop**
- **Extending reach** so that as many ANZ families as possible can access Greencross' offerings
- Refining service and product offerings to make pet ownership more **affordable and accessible**

FY2015 Financial Performance

Martin Nicholas- Group CFO



Income statement

Underlying

Underlying highlights (\$millions)	FY2015 ¹	FY2014 ²	Change	Change %
Revenue	644.5	445.5	198.9	44.7%
Cost of sales of goods	(288.2)	(201.3)	(87.0)	43.2%
Underlying gross margin (%)	356.2	244.3	112.0	45.8%
<i>Underlying gross margin (%)</i>	55.3%	54.8%	0.5%	
Operating expenses	(269.4)	(189.9)	(79.5)	41.9%
Underlying EBITDA	86.8	54.3	32.5	59.8%
<i>Underlying EBITDA margin (%)</i>	13.5%	12.2%	1.3%	
Depreciation and amortisation	(15.1)	(11.8)	(3.3)	28.0%
Profit before finance costs and income tax expense	71.7	42.6	29.2	68.6%
Finance costs	(13.0)	(9.2)	(3.8)	41.2%
Profit before income tax expense	58.7	33.3	25.4	76.2%
Income tax expense	(17.5)	(9.9)	(7.6)	76.2%
Profit after income tax expense	41.2	23.4	17.8	76.2%
Non-controlling interest	(3.1)	(1.8)	(1.3)	72.7%
Net profit after income tax expense attributable to the owners of Greencross Limited	38.2	21.6	16.5	76.5%
EPS (cents)	34.3	24.0	10.3	43.0%

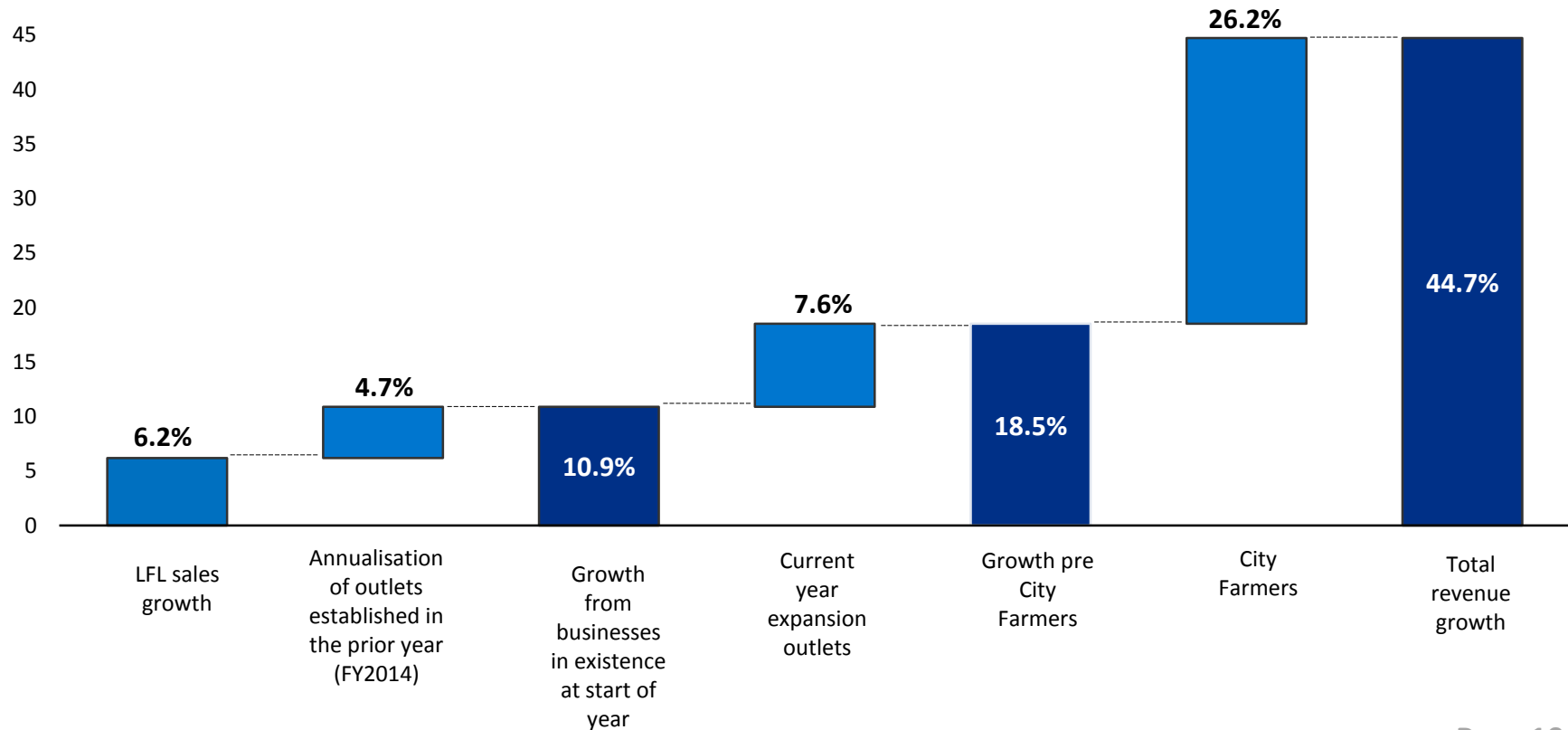
1. Excludes one off acquisition, integration and restructuring costs in line with previous guidance

2. Assumes the merger with Mammoth was completed on 1 July 2013 including pro forma 12 months of merger synergies and excludes acquisition and integration costs and one off items

45% Revenue growth

Greencross' growth starts from a core base of LFL sales, coupled with the benefit of the annualisation of prior year expansion and in year investment

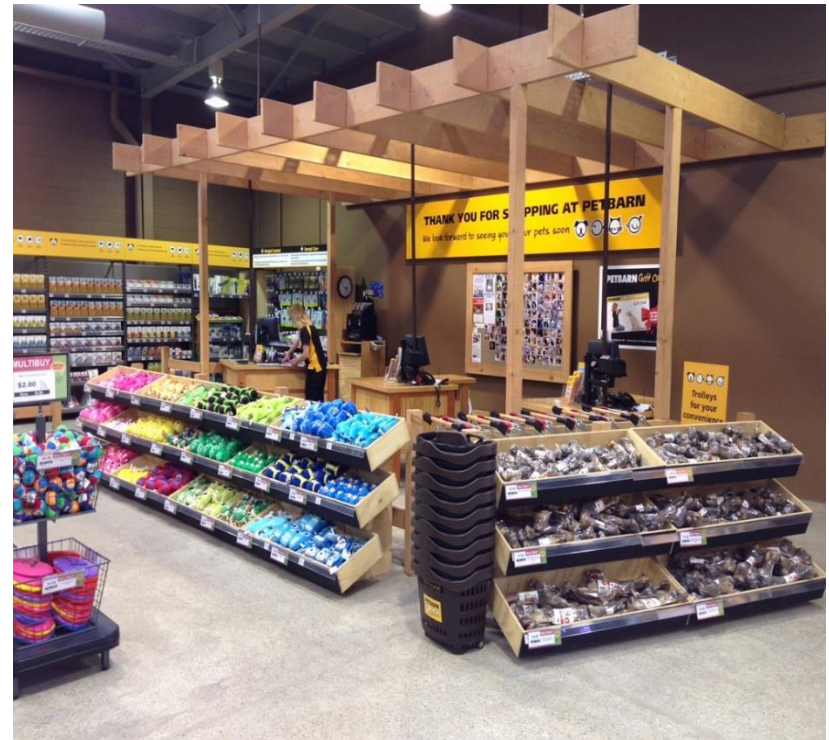
Revenue Growth Build FY2014 - FY2015



City Farmers integration complete

Synergies delivered

- Integration of City Farmers has been completed on time and budget with cost synergies delivered in full
 - City Farmers brand maintained in 26 stores in Western Australia
 - The 16 east coast stores have been rebranded Petbarn
 - Point of sales systems have been replaced with Petbarn systems enabling full integration
 - Common range, including exclusive brands, implemented
 - Perth and Melbourne offices closed
- Strong team retention, with the great majority of store management remaining
- Gross margin in City Farmers stores has materially improved and has converged towards Group retail gross margin
- FY2015 incremental contribution
 - Revenue of \$117 million
 - EBITDA of \$19 million
 - some H2 softness in Western Australia



One of our East Coast City Farmers stores post rebranding

Group revenue +45%

Solid LFL sales growth

		FY2015 ¹	FY2014 ²	% Change
Group	Revenue	\$644m	\$445m	+ 45%
	LFL sales growth	6.2%	6.0%	+20 bps
Vet	Revenue	\$166m	\$130m	+ 28%
	LFL sales growth	6.1%	5.0%	+110 bps
Retail	Revenue	\$478m	\$315m	+ 52%
	LFL sales growth	6.2%	6.2%	~

1. Excludes one off acquisition, integration and restructuring costs in line with previous guidance

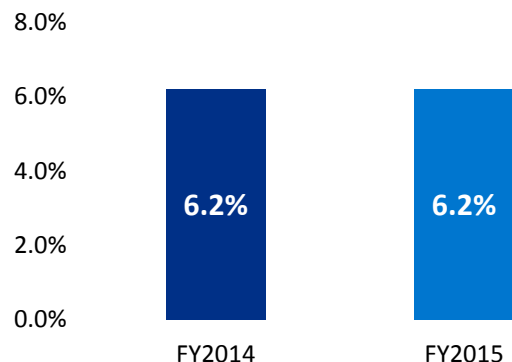
2. Assumes the merger with Mammoth was completed on 1 July 2013 including pro forma 12 months of merger synergies and excludes acquisition and integration costs and one off items

Retail LFL sales

Australia solid notwithstanding disruptions, New Zealand strong

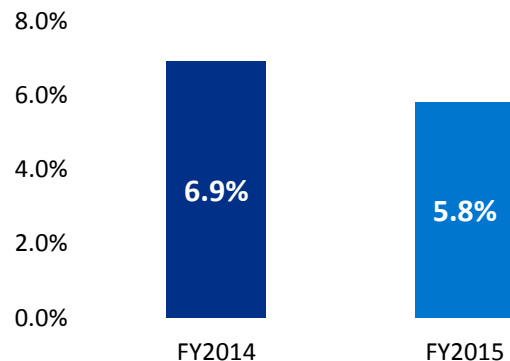
Australia & New Zealand

LFL sales FY2014 vs FY2015



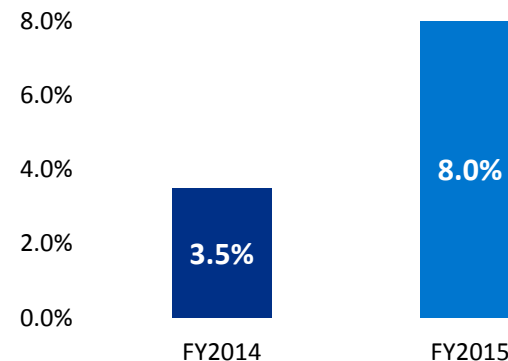
Australia

LFL Sales FY2014 vs FY2015

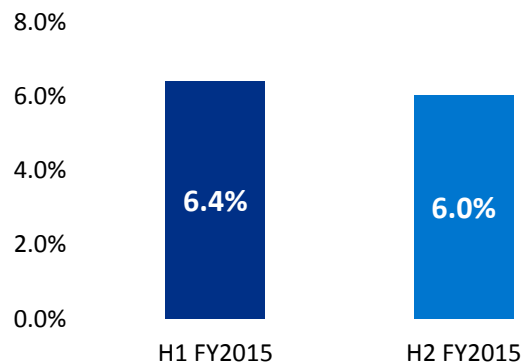


New Zealand

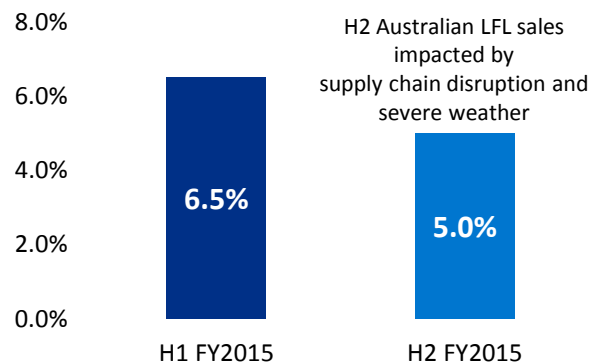
LFL sales FY2014 vs FY2015



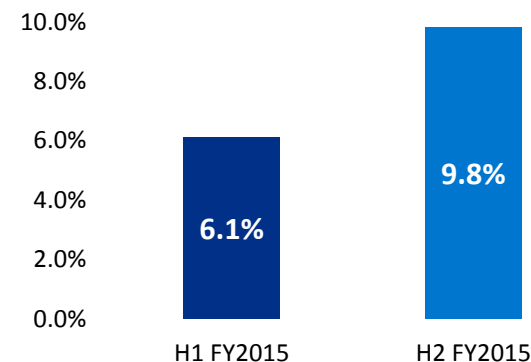
FY2015 LFL sales H1 vs H2



FY2015 LFL Sales H1 v H2



FY2015 LFL Sales H1 v H2



Greencross' measures LFL sales on an unadjusted basis i.e. without adjusting for cannibalisation, competition or other impacts.

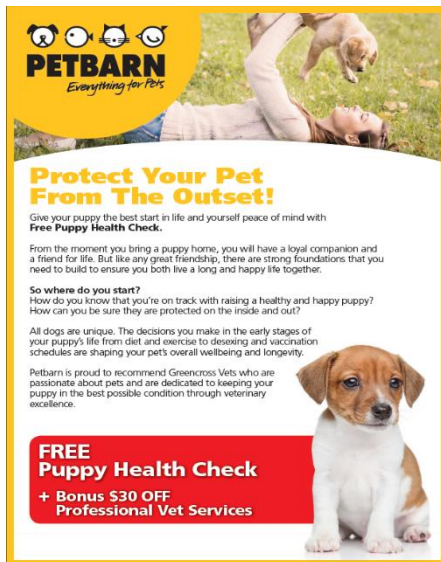
Vet LFL sales

Underpinned by the integration with retail and specialty vet services

Vet LFL sales of 6.1% comfortably above industry growth rates

Retail to Vet Cross Referrals

- LFL sales supported by the increasing number of cross referrals from our retail stores



PETBARN
Everything for Pets

Protect Your Pet From The Outset!

Give your puppy the best start in life and yourself peace of mind with **Free Puppy Health Check**.

From the moment you bring a puppy home, you will have a loyal companion and a friend for life. But like any great friendship, there are strong foundations that you need to build to ensure you both live a long and happy life together.

So where do you start?
How do you know that you're on track with raising a healthy and happy puppy?
How can you be sure they are protected on the inside and out?

All dogs are unique. The decisions you make in the early stages of your puppy's life from diet and exercise to desexing and vaccination schedules are shaping your pet's overall wellbeing and longevity.

Petbarn is proud to recommend Greencross Vets who are passionate about pets and are dedicated to keeping your puppy in the best possible condition through veterinary excellence.

FREE Puppy Health Check
+ Bonus \$30 OFF Professional Vet Services

Vet GP to Specialty Cross Referrals

- Greencross specialty & emergency businesses are increasingly benefitting from referrals from our GP network
- With facilities at Homebush and Baulkham Hills, the Animal Referral Hospital in Sydney receives cross referrals from our 25 GP clinics in NSW



- MVSC's specialist centres at Waverley and Essendon Fields in Melbourne receive cross referrals from our 22 GP clinics in Victoria



Growth in HPP Membership

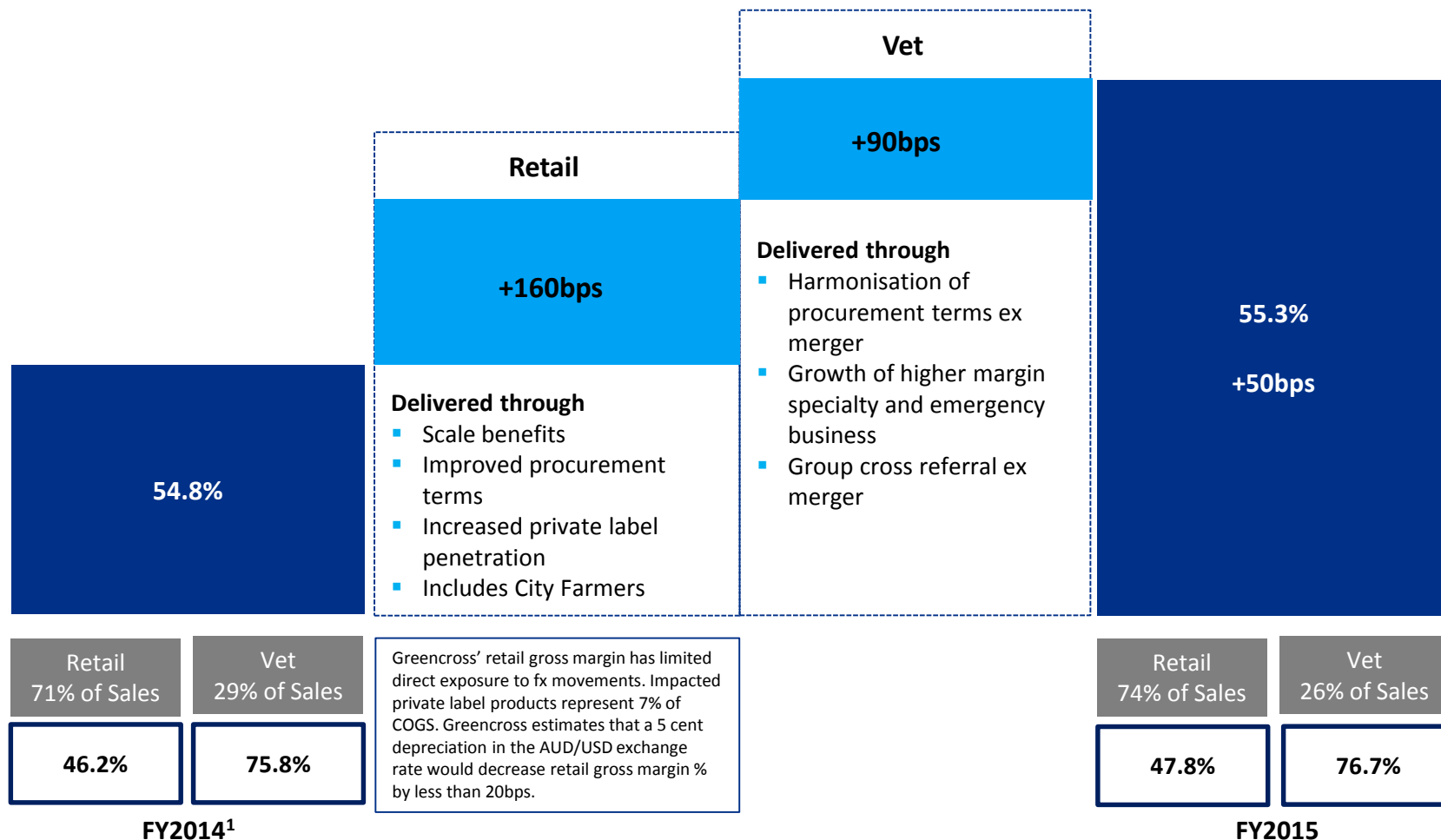
- Healthy Pets Plus membership has grown by 43% from 30,000 members to +43,000 member during FY2015
- HPP members increase their frequency of visitation and spend within Greencross Vet clinics

Remerchandising of Vet Clinics

- Over 20% of vet clinic revenue is derived from front of counter sales
- Greencross has remerchandised 70 vet clinics over the past 12 months to optimise the retail range and product mix
- Remerchandising has lifted LFL sales and gross margin %

Gross margin improved by 50bps

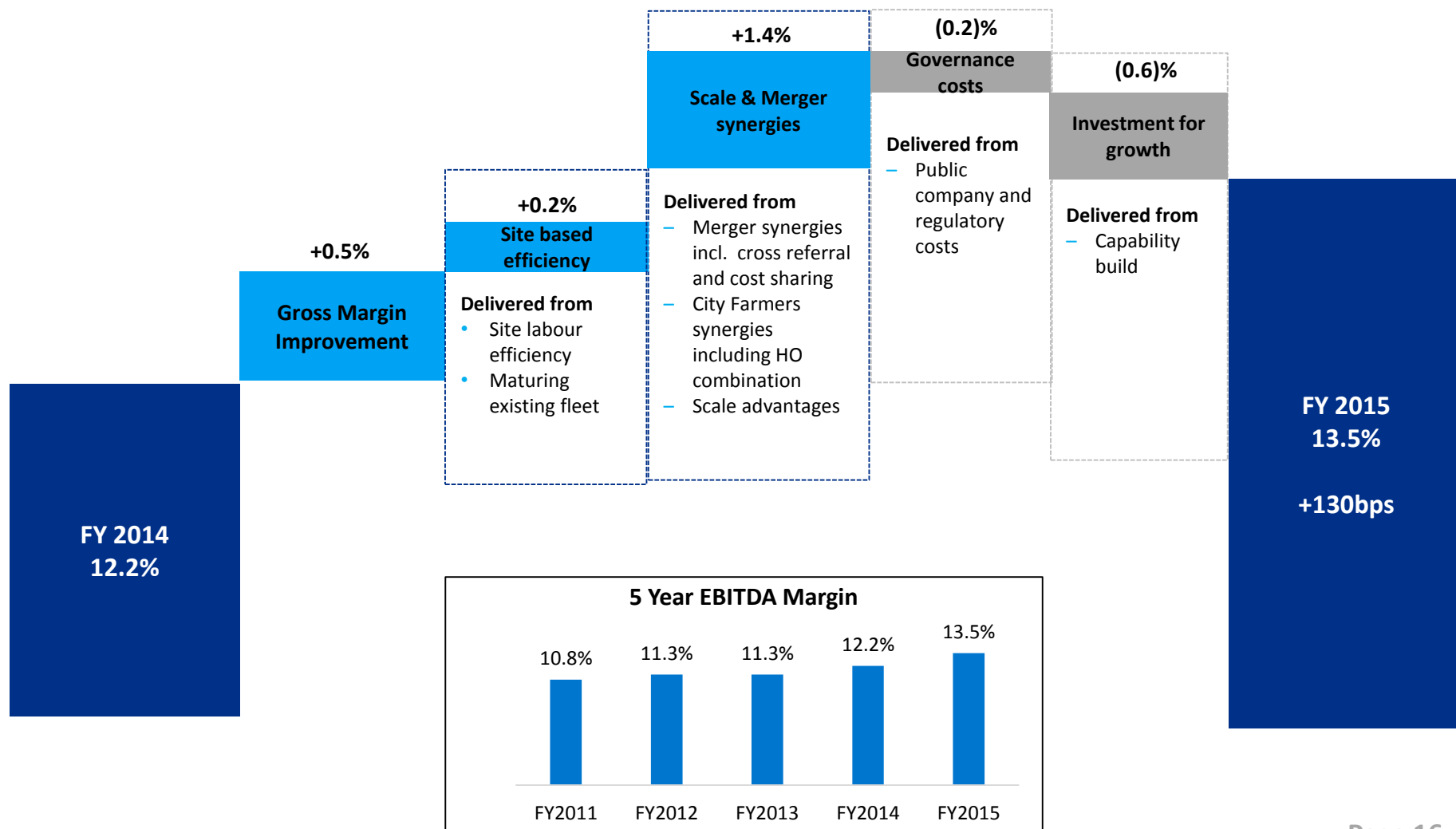
Strong gross margin improvement in both divisions driven by procurement savings, private label penetration and scale. Overall mix impacted by of higher proportion of retail sales.



1. Assumes merger with Mammoth was completed on 1 July 2013

EBITDA margin¹ improved by 130bps

Scale and synergies from both the Greencross/Mammoth merger and the City Farmers acquisition has funded an investment in Greencross' growth capability whilst delivering a step up in EBITDA margin.



1. Excludes one off acquisition, integration and restructuring costs in line with previous guidance

Balance sheet

Balance sheet reflects rapid expansion in FY2015 including the completion of City Farmers acquisition and subsequent integration

- Key cash, debt and intangible movements reflect the completion of City Farmers acquisition in July 2014
- Inventory movement reflects the expansion of the fleet, re-ranging and an increasing move away from wholesaler model to private label and direct supply (see next slide)
- Expansionary funds are available for forecast future growth
 - A\$350 million debt facility with \$90 million undrawn
 - Comfortable headroom on covenants
- Current EBITDA leverage¹ of 2.5x reflects accelerated 2015 expansion and non-repeating integration spend.

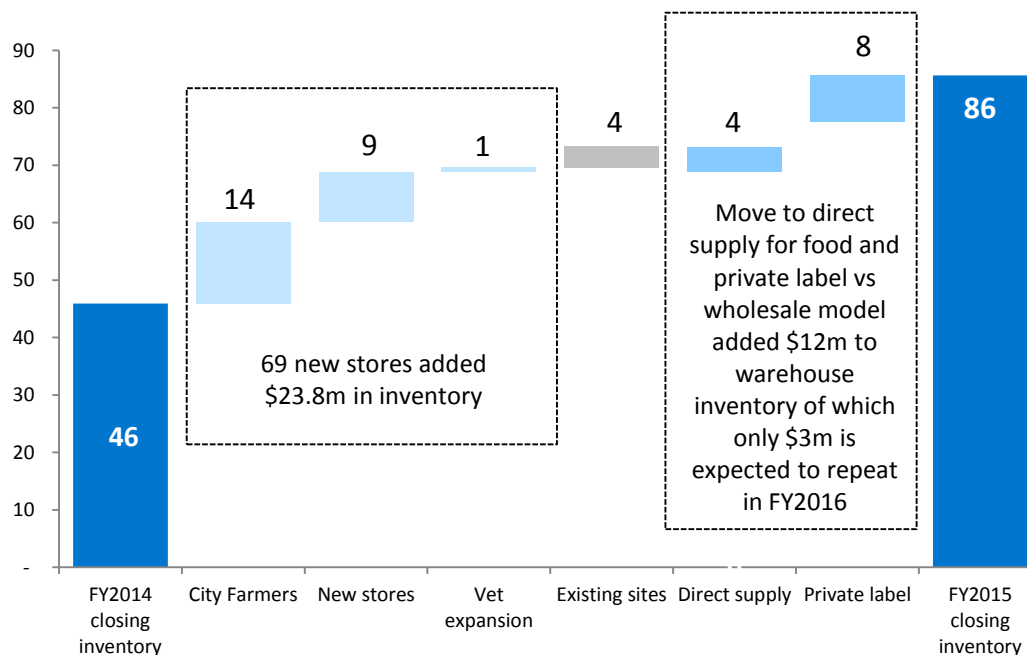
Current Debt metrics	FY2015
Net Debt	\$234m
Net Debt/ LTM EBITDA ¹	2.5x
Net Debt/Net Debt + Equity	36%
FCCR	> 2.0x

Statutory	FY2015 (\$m)	FY2014 (\$m)	Change (\$m)	%
Assets				
Cash and cash equivalents	29.6	120.7	(91.1)	(75.5%)
Inventories	85.8	45.9	39.9	87.0%
Other	19.2	8.5	10.7	126.1%
Total current assets	134.7	175.1	(40.4)	(23.1%)
Intangibles	527.8	288.1	239.8	83.2%
Property, plant and equipment	131.4	89.9	41.5	46.2%
Other	19.7	10.0	9.6	96.2%
Total non-current assets	678.9	388.0	290.9	75.0%
Total assets	813.6	563.1	250.5	44.5%
Liabilities				
Trade and other payables	79.7	64.6	15.1	23.3%
Borrowings	1.4	2.2	(0.8)	(37.5%)
Other	22.5	15.3	7.2	47.5%
Total Current liabilities	103.6	83.0	20.6	24.9%
Borrowings	262.7	145.0	117.6	81.1%
Other	28.2	10.5	17.7	169.7%
Total non-current liabilities	290.9	158.4	132.5	83.6%
Total liabilities	394.5	241.4	153.1	63.4%
Net assets	419.1	321.7	97.4	30.3%

1. Measured on bank basis with pro forma treatment of acquisitions to reflect 12 months ownership

Inventory investment in FY2015 due to increased site expansion and the implementation of a captive supply chain network

Inventory Bridge – FY2014 to FY2015 (\$millions)



Inventory Investment in FY2015 of \$40m driven by :-

- Fleet expansion increasing **stock at sites**
 - \$23m (60% of increase) from 65 City Farmers and other new stores ; \$1m in Vet clinics
- Direct supply model increasing **warehouse stock**
 - \$4m (10% of increase) from a move to direct supply for key food lines from wholesaler model
 - \$8m (20% of increase) reflects growth of private label (with longer supply chain) vs wholesaler supply model
- Existing fleet
 - \$4m (10% of increase) comprises increased stock in existing retail fleet. On shelf focus.

Greencross' supply chain investment

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The Pet Company

A customer led supply chain under Greencross control that supports a national high growth business creating an operational and commercial advantage

Capability Roadmap



Delivering the supply chain

The supply chain program has made significant progress in delivering the full operating vision for the business in less than 2 years. FY2015 commercial delivery was impacted by supply disruptions while exiting wholesale supply however operations have recovered quickly and are performing to expectations, and underlying commercial value is being delivered.

Key Capability Programmes delivered in FY2015

- ✓ Centralised auto-replenishment deployed to the retail store network
- ✓ Centralised range and inventory controls
- ✓ Space and assortment planning enhancement to category management practices
- ✓ National & regional 3PL distribution network delivered (stock consolidation & direct supply)

FY2016 Focus

- EDI roll-out completion
- Inventory optimisation
- Channel optimisation
- Distribution network regionalisation for fast lines
- Integrated promotional planning and execution
- Supplier demand and supply collaboration
- Floor planning and Format optimisation

End state benefits and progress to date

Metrics	From (F13)	To (F17)	To Date
In-Stock % improvement	0% →	+4.5%	+3.0%
Inventory Turns	4.4x →	4.9x	4.0x

✓ Initially disrupted delivery, now performing to expectations

✗ Slower turns due to investment in growth activity and in-year delay of central ordering

Cashflow – funds are available for expansionary growth

2015 cash flow was impacted by a number of one off items which will not repeat in FY2016

FY2015 Cashflow (\$ millions)	Statutory Cashflow	Non Repeating Cash Flows ⁵			Underlying Cashflow	Expansionary Investment within Underlying Cashflow
		City Farmers	Integration & Acquisition	Direct supply & Private Label		
EBITDA	86.8				86.8	
Working Capital	(28.7)	(3.5)		(7.9)	(17.3)	(7.5) ³
Ungeared, pre tax operating cash flow	58.1	(3.5)	-	(7.9)	69.5 ¹	
Conversion %	67%				80%	
Net finance & tax costs	(19.9)				(19.9)	
Acquisition & integration	(23.5)		(23.5)		-	
Net cash from operating activities	14.7	(3.5)	(23.5)	(7.9)	49.5	
Net cash used in investing activities	(234.5)	(159.0)	-	-	(75.5)	(58.6) ²
Free cashflow	(219.8)	(162.5)	(23.5)	(7.9)	(26.0) ⁴	(66.1)
Net proceeds from issue of shares	18.6					
Proceeds from borrowings net of refinance and repayments	110.2					
Net cash from financing activities	128.8					
Net increase/(decrease) in cash and cash equivalents	(91.1)					

- ¹ Underlying Business generated *Ungeared pre tax cash flow* of \$69.5m. Conversion rate of 80% ; (or 89% excluding inventory invested in new stores opened during the year)
- ² Cash invested in expansion of \$58.6m (22 new Vets and 27 new stores) and BAU capex of \$16.9m
- ³ \$7.5m invested in inventory in new stores
- ⁴ Net cash absorbed in underlying business with normal expansion rate was \$(26)m
- ⁵ \$193.8m invested in purchasing City Farmers, completing integration and expanding PL and moving to direct food supply

Based on this cashflow conversion rate and expected growth the Group is moving towards self funded expansion and has more than adequate headroom on debt facility to fund normal expansion

Statutory income statement

Statutory highlights (\$ millions)	FY2015	FY2014	Change	Change %
Revenue	644.5	370.3	274.1	74.0%
Cost of sales of goods	(288.2)	(197.2)	(91.0)	46.2%
Gross margin	356.2	173.1	183.1	105.8%
<i>Gross margin (%)</i>	55.3%	46.8%	8.5%	
Operating expenses	(292.9)	(145.3)	(147.7)	101.6%
EBITDA	63.3	27.8	35.5	127.4%
<i>EBITDA margin (%)</i>	9.8%	7.5%	2.3%	
Depreciation and amortisation	(15.1)	(10.1)	(5.0)	49.5%
Impairment of assets	-	(130.0)	130.0	100.0%
Profit before finance costs and income tax expense	48.2	(112.2)	160.5	143.0%
Finance costs	(13.0)	(9.7)	(3.3)	(34.4%)
Profit before income tax expense	35.2	(121.9)	157.1	128.9%
Income tax expense	(13.1)	(4.4)	(8.7)	(200.4%)
Profit after income tax expense	22.1	(126.3)	148.4	117.5%
Non-controlling interest	(3.1)	(1.5)	(1.6)	(105.4%)
Net profit after income tax expense attributable to the owners of Greencross Limited	19.1	(127.8)	146.8	114.9%

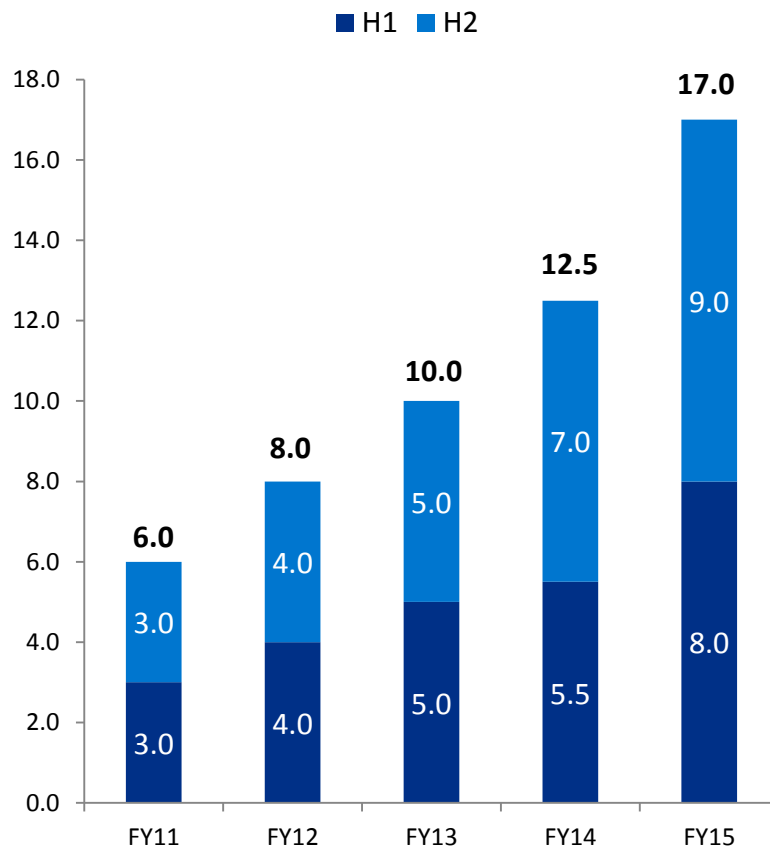
Final dividend 9.0 cents per share

Annual dividends of 17.0 cents per share, in line with target payout ratio of 50%

Final dividend of 9.0 cents

- The directors have declared a fully franked final dividend of 9.0 cents per share
- Final dividend is 29% higher than last year's final dividend of 7.0 cents per share
- Full year dividends totalling 17 cents per share, in line with target payout ratio of 50%
- Key dates
 - Ex dividend date – 17 August 2015
 - Record date – 19 August 2015
 - DRP pricing period - 24 August to 4 September 2015
 - Dividend payment date – 18 September 2015
- DRP remains activated for final dividend at a discount of 2.5%
- Greencross intends to have the DRP underwritten

Greencross dividend history (cents per share)

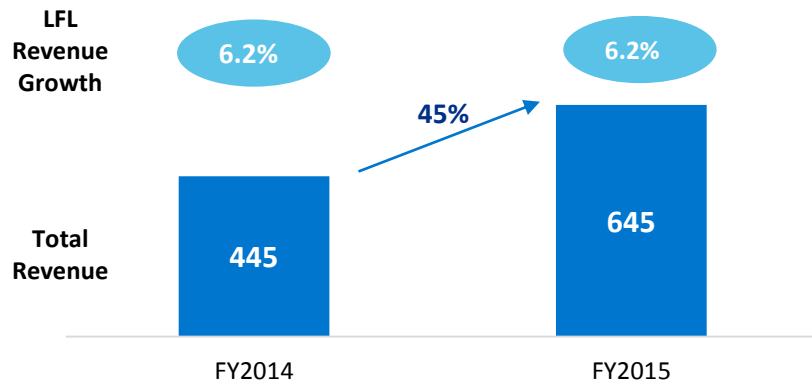


Summary: strong growth across key financial metrics

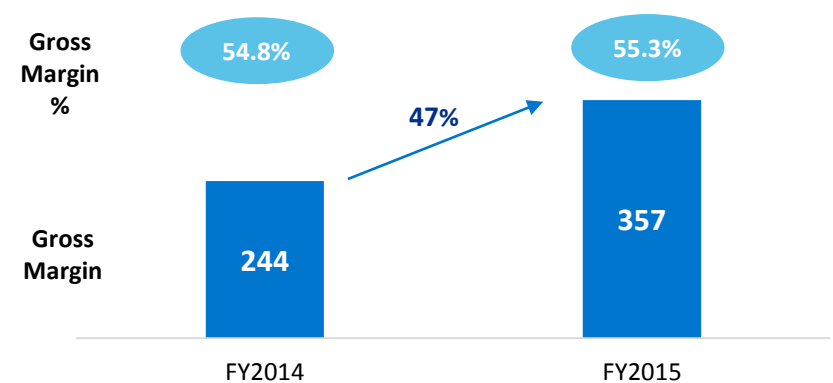
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The Pet Company

All key sales and profit metrics progressed strongly delivering +43% EPS growth

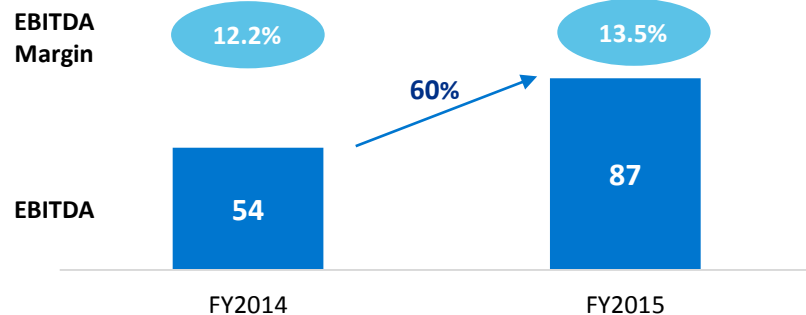
Group Revenue (\$millions) and LFL sales growth



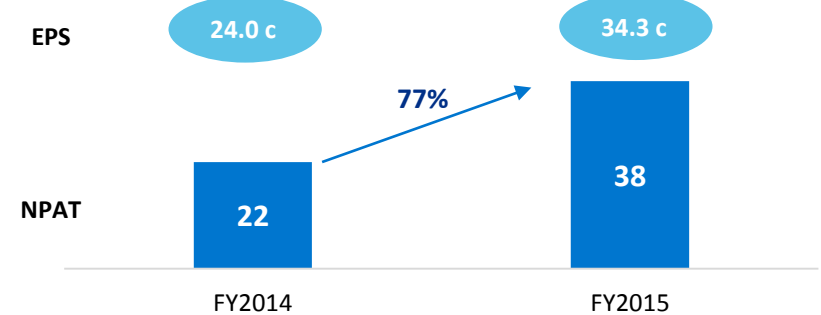
Group Gross Margin (\$millions) and Gross Margin %



Underlying EBITDA(\$millions) and EBITDA margin



NPAT (\$millions) and EPS (cents)



1. FY2015 financials exclude one off acquisition, integration and restructuring costs in line with previous guidance
2. FY2014 financials assume the merger with Mammoth was completed on 1 July 2013 including pro forma 12 months of merger synergies and excludes acquisition and integration costs and one off items

Strategic Direction and Outlook

Jeffrey David - CEO



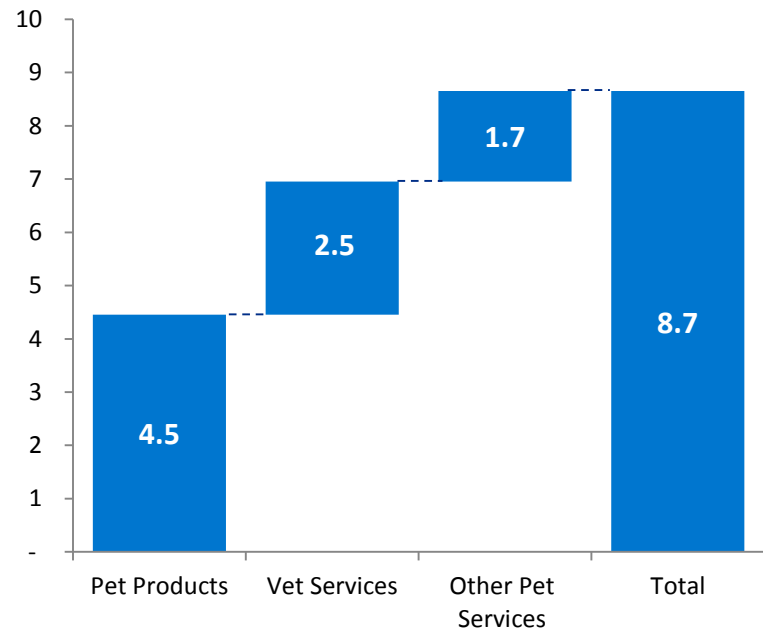
The pet sector in Australia and NZ is resilient and growing across all segments

Greencross' addressable market is estimated to be approaching \$9 billion. The market is growing at ~4% per annum and is expected to reach \$11 billion by 2020.

Key drivers of the growth in the pet sector

Pet products (food & accessories)	<p>Humanisation – owners treating pets as part of their family leads to more purchases of higher quality food, treats and accessories¹</p> <p>Premiumisation – increasing trend towards high nutrition foods including breed and age specific foods containing dietary supplements</p>
Veterinary services	<p>Humanisation – desire to provide highest level of medical care to pets regarded as family members, moving from reactive support to proactive well-being care</p> <p>Specialisation – increasing demand for specialised medical procedures, particularly as pet insurance penetration rates increase</p> <p>Vet demographics - desire for career flexibility is reducing demand for practice ownership</p>
Other pet services	<p>Humanisation – increasing demand for services including grooming, dog minding, pet hotels, training & obedience, travel, pet crematoria etc.</p> <p>Outsourcing – increased demand for outsourcing of activities like dog walking and dog washing by time poor pet parents</p>

Australian and New Zealand pet care market (\$ billions)²



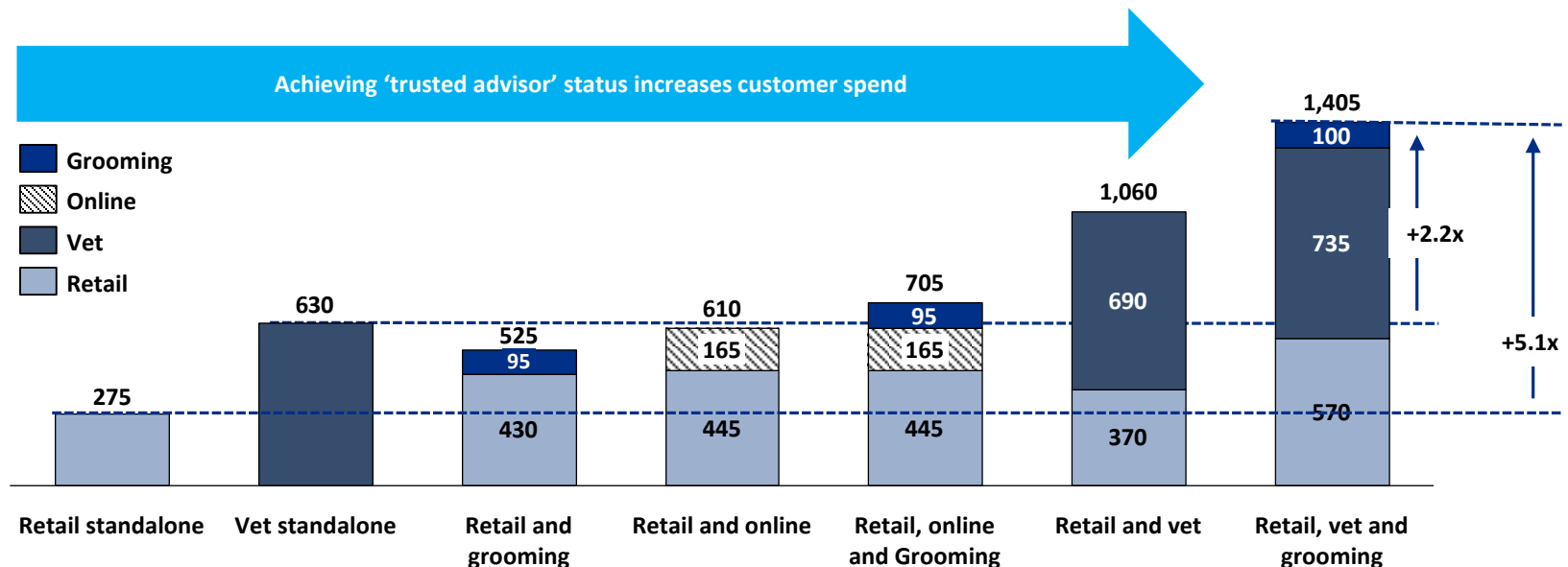
1. 60% of Australian pet owners regard their pets as members of their family (Source: Pet Ownership in Australia 2013)
2. Source: Management estimates, Euromonitor and IBIS World Industry Reports

Greencross' reach amplifies spend

On average, Greencross customers who support all our brands (retail, vet, grooming) spend 5x as much as customers who only shop in our retail stores and 2x as much as customers who only use a Greencross vet.

- Engagement increases as customers access the full suite of Greencross activities, delivering additional spend in total and within all segments
- Pet parents tell us they are looking for a 'trusted advisor'. A group of people with strong product and services knowledge and offerings with whom they can establish a relationship that makes it easy and affordable for them to provide their desired level of care

Greencross Average Customer Spend - \$ per annum¹



1. Based on LTM spend by Australian FFL members and vet clinic clients (over 80% of retail sales are made on a loyalty card)

Greencross' key focus

Greencross Limited
The Pet Company

Pets and their families are at the centre of our integrated pet care model

Customer and Team Engagement

- We believe that a key to the delivery of an engaged cross shopping customer is an engaged, well trained team
- Hence we focus on ensuring as a team we have the tools we need, are trained, organised and motivated to provide the most knowledgeable and friendly advice and support in the most efficient way

Extending Reach

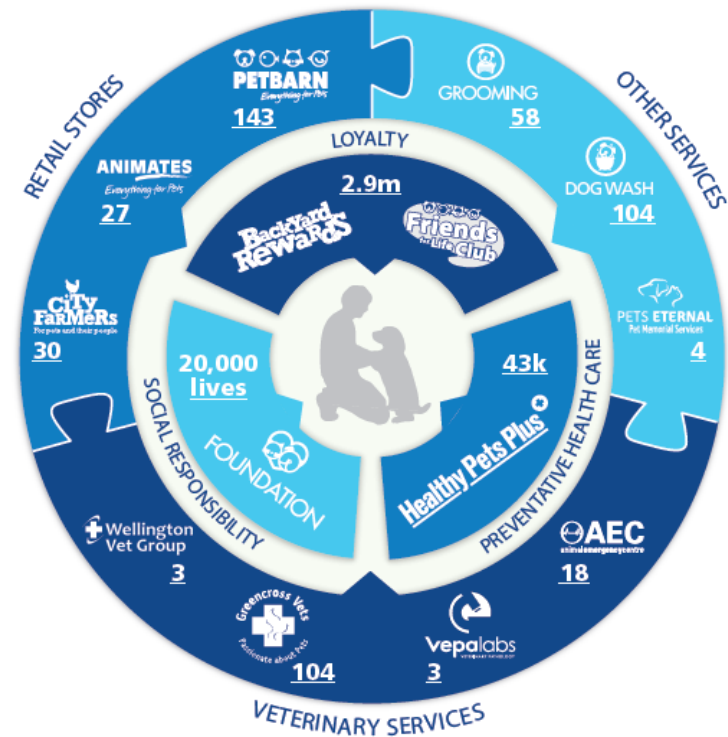
- Extending our reach so that as many pet owning households as possible are within easy reach of a Vet clinic, retail store, grooming salon, or other Greencross service

Refining Service and Product Offerings

- Refining our service and product offerings so that they are meeting the needs of an informed pet parent
- Our goal is to make loving a pet more affordable and accessible

Our Purpose

To make our world a happier place
through the love of pets



Our Vision

To be the best pet care
company in the world

For:

Our customers
Our communities
Our shareholders
Our suppliers
Our teams

Integrated leadership

Greencross Limited
The Pet Company

An experienced leadership team committed to delivering the Group's vision

Jeffrey David
Chief Executive Officer

- Involved in the retail industry for 30 years, commencing with family wholesaling business (Davids Limited) in 1985
- Has worked in or led teams in Australia, Asia and the USA.
- Founding Chairman of ShopFast (Australia's largest online grocery business) sold to Coles in 2003
- Co-founder of Petbarn serving as its Executive Chairman from 2005 through 2013 and a founding Director of Greencross Limited

Martin Nicholas
Chief Financial Officer

- Responsible for Greencross' finance, review and administration activities
- 27 years as a leading finance executive in the UK, Australia and Asia in FMCG and services, including CFO roles at Unilever and Rentokil
- Prior to joining Greencross was the CFO of Study Group ,a global education group

Scott Charters
Chief Operating Officer -
Retail

- Has lead Greencross' retail activities for 7 years
- 20 years with Woolworths in roles including Area Manager, National Retail Support Manager and Head of Advertising
- Prior to joining Petbarn was the COO of Barbeques Galore

Dr. Ian Kadish
Chief Operating Officer –
Veterinary Services

- Responsible for Greencross' Vet and services operations
- 27 years experience in corporate healthcare, working in and leading teams in the USA, UK, Australia and Africa in large listed healthcare companies and McKinsey and Company
- Prior to Greencross was the CEO of Lavery Pathology, a division of ASX Listed Primary Healthcare

Wendy Lenton
Chief People Officer

- Responsible for Greencross' people and culture strategy
- 27 years as a leading HR executive in companies across industries including food manufacturing, telecommunications, financial services and IT.
- Joins GXL during August 2015

David Bissett
Chief Operating Officer –
Supply Chain and
Business Systems

- Responsible for Greencross' Supply Chain and Business Systems (IT)
- 15 years experience in the retail industry at Coles and supply chain management consulting with PwC
- Prior to joining Petbarn, was Head of Vendor Management at Coles where he led a number of supply chain projects

David Hutchinson
Chief Marketing Officer

- Responsible for Greencross' sales & marketing and digital (online) activities
- Former marketing director of B&Q PLC, a retail market leader in the UK DIY category
- 20 years experience in sales and marketing in retail and FMCG

Vince Pollaers
General Counsel and
Company Secretary

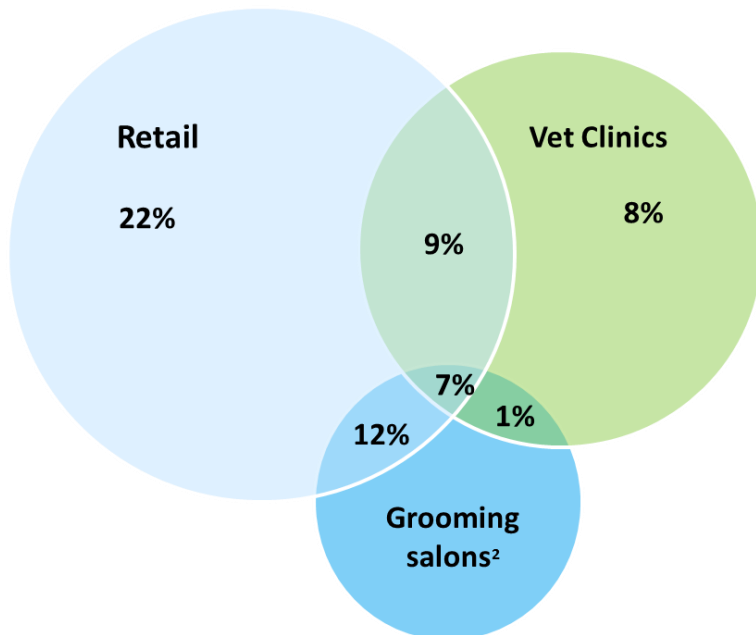
- Responsible for Greencross' compliance, legal and corporate governance activities
- Prior to Petbarn, positions held included corporate lawyer with Freshfields, London; General Counsel and Strategy Executive, IBM Australia/NZ; and Managing Director, Asia Pacific of boutique strategy consultancy McKinney Rogers

Serving more families

Greencross' network is accessible to 59% of Australian households and growing

- 7% of Australian families can readily access a Greencross vet clinic, retail store and grooming salon¹
- 16% of Australian families can readily access¹ both a Greencross vet clinic and retail store¹
- We will keep extending our reach, through our store and clinic network and our digital offering, so that we can offer as many ANZ families as possible access to one of our vet, retail or grooming offers

% of Australian pet owning families that can access a Greencross outlet



1. Within a 4km radius of each other
2. Greencross does not operate any standalone grooming salons



Growth runway

Greencross has three core expansionary growth platforms, each with attractive returns and significant runway remaining as it strives to increase its market share from 8% (with 332 outlets) to 20%

		Annual target	Revenue at maturity ¹	Required investment ¹	Target payback ¹	Time to maturity ¹
Organic	Greenfield Stores	~20 stores	\$3.0m	\$1.2m including inventory and services	3.5 years	5 to 6 years
	Co-locations	~12 clinics	\$0.8m	\$0.5m	4.0 years	5 to 6 years
Acquisitive	Vet Acquisitions	~\$20m Annualised revenue	\$1.2m	\$1.0m	4.5 years	1 to 2 years

Enhancing service and product offerings

Greencross is committed to making pet ownership more affordable and accessible



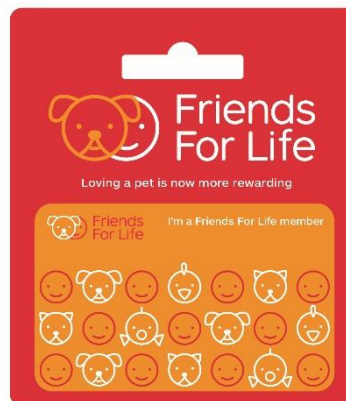
Exclusive Brands

- Private label and exclusive brands represented 15% of retail sales in FY2015
- Key initiatives to increase private label penetration include
 - Full ranging in City Farmers
 - Exclusive label food sales
 - Direct sourcing of key product to further improve affordability
 - Innovation in new categories e.g. dental treats



Group Loyalty - promoting cross shop

- “Friends for Life”, Greencross’ retail loyalty program, to be extended to include Greencross’ Vet GP, specialty and emergency clinics, related services and on-line
- Members will have the right to earn and spend rewards points across all Greencross outlets, including on-line
- Program will be launched in SE Queensland in August to refine system and rewards and then will be progressively rolled out.



Omni Chanel/Digital/On-Line

- A key focus for the group supporting the theme making pet ownership easier
- Includes both ‘e-commerce’ and ‘e-community’ initiatives
- E-commerce is growing at 100% per annum and in FY15 represented 1% of retail sales
 - Repeat order - launched
 - On-line booking – launched
 - Mobile optimisation - App
 - Prescription diets
 - Endless aisle/click & collect
 - Extended ranging
- E-community is a key focus as part of the group loyalty launch
 - FFL membership mgt
 - HPP membership mgt
 - Pet medical records
 - Insurance
 - Training support
 - Medical support

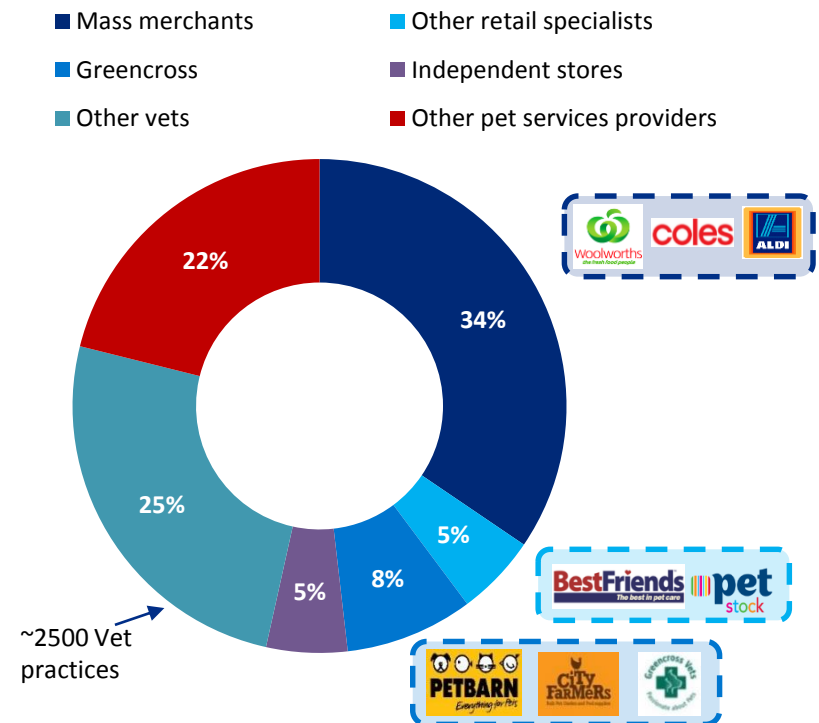
Under Construction

Phase Two
Late FY16/FY17

Our aim is to achieve 20% market share in an attractive and growing market

Greencross Limited
The Pet Company

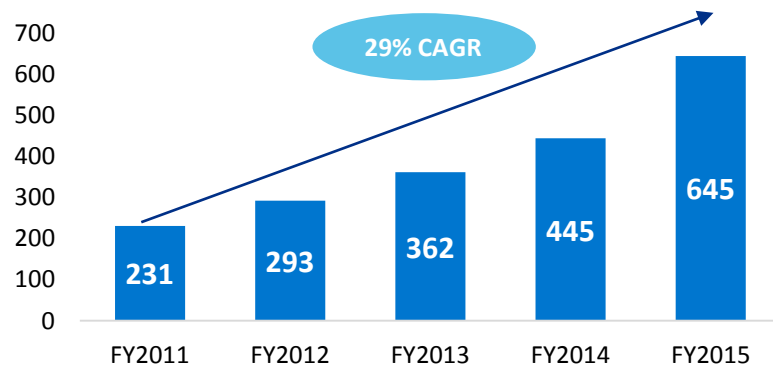
Activity	Tactic
Organic & Margin Growth	<ul style="list-style-type: none"> Increasing customer/client engagement within existing units <ul style="list-style-type: none"> Customer Service and range Services (grooming, training, etc.) Cross referral Proactive health support via HPP Insurance
	<ul style="list-style-type: none"> Broadening on-line
	<ul style="list-style-type: none"> Increasing penetration of private label and exclusive brand products
	<ul style="list-style-type: none"> Using scale to reduce CODB
Extending Market Reach	<ul style="list-style-type: none"> Additional outlets <ul style="list-style-type: none"> Stores GP clinics Emergency centres Specialty centres
	<ul style="list-style-type: none"> Co-locations (retail, vet, grooming)



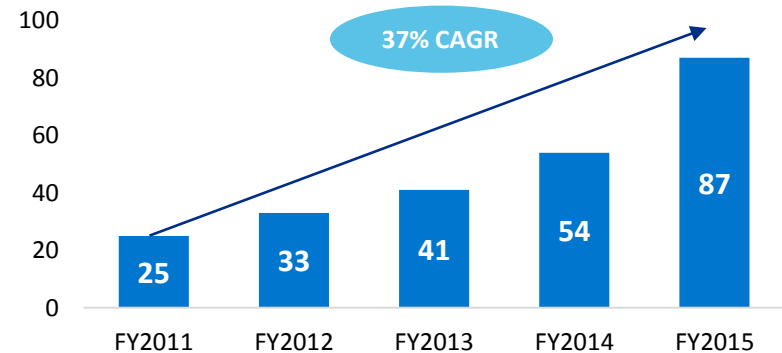
A track record of growth

Both FY2014 and FY2015 have delivered good growth outcomes and position the company well for further growth. Greencross' goal is to maintain its track record of growth.

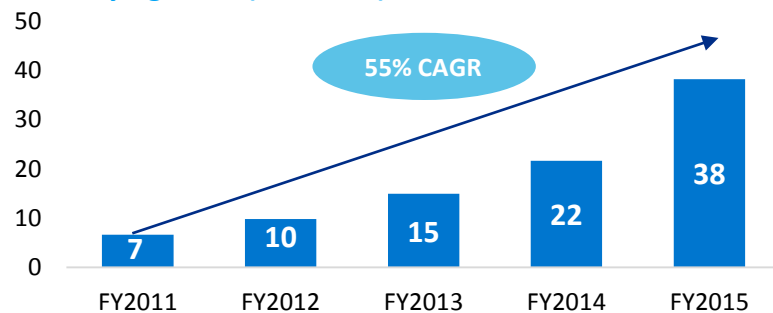
Pro Forma Revenue (\$millions)



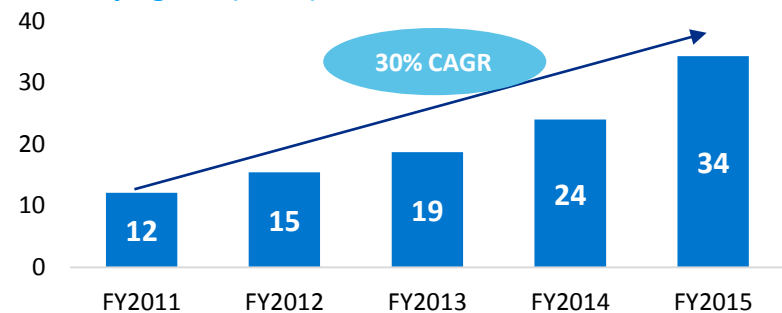
Underlying EBITDA (\$millions)



Underlying NPAT (\$millions)



Underlying EPS (cents)



Greencross expects to deliver strong revenue and earnings growth in FY2016

■ Trading update for first 5 weeks of FY2016

- Notwithstanding subdued consumer confidence Greencross has had a positive start to the year
 - Revenue growth of 19%
 - LFL sales growth of 6.2% comprising Veterinary 5.5%, Australian retail 5.0% and NZ retail 9.3%
 - Australian retail LFL sales reflect the reshaping of Greencross promotional activity in Australia
 - Strong retail gross margin to start the year

■ Greencross is on track to deliver strong organic led growth in FY2016

- 20 new stores (5 stores opened in FY2016 YTD and a further 14 leases secured)
- Vet acquisitions representing \$20 million of annualised revenue (2 vet acquisitions completed in FY2016 YTD)
- 12 co-located clinics (2 co-located clinics established and a further 8 under construction in FY2016 YTD)

■ FY2016 Outlook

- Greencross expects to deliver strong revenue and earnings growth in FY2016
- Greencross has the funding in place to deliver its growth plans