2016 Half Year Results Presentation

29 February 2016

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Agenda

Key Points

Wellard

- Summary financial and operational performance:

Highlights	1H 2016 (Pro Forma*)	1H 2016 (Statutory)
Revenue (A$m)	275.5	275.5
Gross Profit (A$m)	47.8	51.3
EBITDA (A$m)	26.9	(6.8)
NPAT (A$m)	13.5	(23.9)
Total Cattle Shipped** (#)	201,786	201,786

- Strategic initiatives being executed to drive growth:
  - Construction of the MV Ocean Shearer nearing completion with commencement of operations expected by the end of April
  - Strong progress on the Wellao JV in China – supply agreement signed and facility design completed
  - MV Ocean Outback and Swagman expected to become fully operational again during March 2016
  - MV Ocean Kelpie keel laid
  - Continued geographical diversity of supply

*Pro forma EBITDA is Earnings before interest, tax, depreciation and amortisation, and excludes all one-off IPO related costs totalling $33.7m
**Figure includes cattle shipped by Wellard on behalf of third party customers

Key Points

- Forecast pro-forma FY 2016 NPAT* of $42.5m, being an 8.4% reduction to the Prospectus forecast of $46.4m, after factoring in the combined impact of:
  - A delay in commissioning of the MV Ocean Shearer
  - Repair period and associated costs for the MV Ocean Swagman and MV Ocean Outback
  - FX impact on Interest and Depreciation due to lower AUD
- Robust financial position with conservative gearing of 37% (net debt / net debt + equity)
- Continued strength in industry backdrop:
  - Strong metrics from Asian live export markets
  - Upcoming religious festival period in Q416 will further support demand
  - Low fuel price environment

*Pro forma NPAT is Net Profit After Tax, and excludes all one-off IPO related costs totalling $33.7m and normalisation of Interest expenses of $8.2m to reflect post IPO capital structure and tax expense increase of $4.5m to reflect appropriate company tax rate after removal of one-off IPO related costs.

01

WELLARD OVERVIEW

Wellard Overview

Wellard connects primary producers of cattle, sheep and other livestock to customers globally through its vertically integrated supply chain

Livestock trading | Wellard is the largest exporter of live cattle from Australia and a significant seaborne livestock trader globally


Livestock sourced from trusted producers

Livestock aggregated at pre-export quarantine facilities


Pre-export quarantine

Undertakes quarantine formalities and loaded onto ships


Seaborne transport to destination market

Livestock transported to quarantine and delivered to customers


Provide after sales support to clients

Processed meat trading | Wellard is an exporter of sheep meat from Australia


Sheep sourced from trusted producers

Sheep aggregated and fattened to ideal slaughter weights


Fattened in specialised centres

Livestock delivered to abattoir just-in-time


Slaughtered to highest international standards

Chilled and frozen products exported


Products delivered to clients across the world

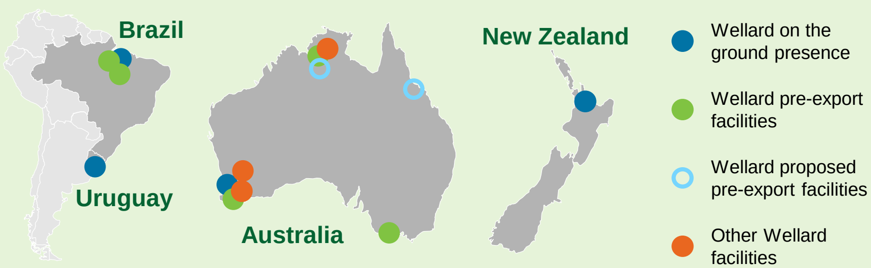
Wellard Overview

Wellard

A Livestock Marketing and Export

A$257.5m revenue 1HFY16

- Connects primary producers of livestock to customers
- The #1 exporter of cattle from Australia in FY15 (27% market share)
- Vertical integration strategy focused on controlling the supply chain from producer to customer
- Strong focus on animal welfare and traceability
- Opportunistic approach to external chartering



5 pre-export facilities
2 planned pre-export facilities
1 ruminant feed mill
4 purpose-built vessels
2 vessels under construction
1 backgrounding property

B Processed Meat Marketing and Export

A$18.0m revenue 1HFY16

- Sources sheep from a range of trusted producers
- Aggregates and fattens sheep in specialised centres
- Capacity to process up to 2,500 head of sheep per day
- Sells chilled and frozen sheep meat directly to customers located in over 30 countries
- Branded under Beaufort River Meats (‘BRM’)

1 Processing facility in Western Australia

1 Processing facility in development in China through JV

02

1H16 RESULT

1H16 Results

Strong industry backdrop underpins 1H trading results

A$m	Statutory 1H2016	Pro forma 1H2016
Livestock marketing & export	257.5	257.5
Processed meat	18.0	18.0
Total revenue	**275.5**	**275.5**
Cost of goods sold	(224.2)	(227.7)
Gross profit	**51.3**	**47.8**
margin	*18.6%*	*17.4%*
Labour costs	(27.4)	(8.7)
Administration expenses	(5.4)	(3.2)
Repairs and maintenance	(3.6)	(3.6)
Other expenses	(21.8)	(5.5)
EBITDA	**(6.8)**	**26.9**
margin	*(2.5%)*	*9.8%*
Depreciation & amortisation	(9.3)	(9.3)
EBIT	**(16.1)**	**17.6**
margin	*(5.8%)*	*6.4%*
Net interest expense	(10.8)	(2.6)
Net profit before tax	**(26.9)**	**15.0**
Tax income / (expense)	3.0	(1.5)
NPAT	**(23.9)**	**13.5**

Revenue:
- Livestock marketing & export pro forma revenue of $257.5m representing 45% of the Prospectus FY2016 forecast, positively impacted stronger pricing and the fall in AUD, partially offset by lower direct export volumes due to Indonesian import permit quotas
- Processed meat pro forma revenue of $18.0m representing 49% of the Prospectus FY2016 forecast

Gross profit:
- Pro forma gross profit of $47.8m representing 42% of Prospectus FY2016 forecast, positively impacted by the fall in fuel prices and deployment of Wellard vessels to external charters on attractive terms

Expenses:
- 1H16 repairs and maintenance costs ahead of run rate. Swagman/Outback costs impact in 2H216

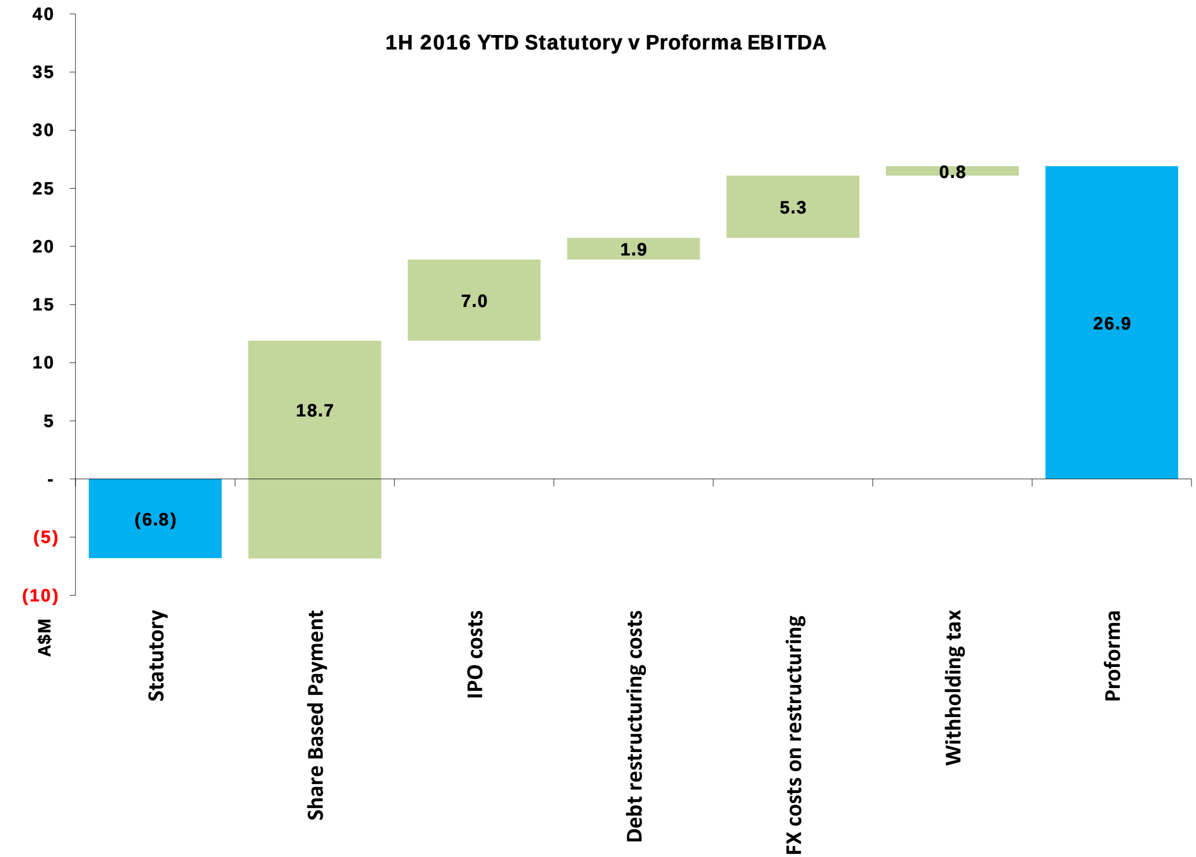
Other:
- Strong USD impacting AUD Depreciation and Interest expense on translation

*Pro forma EBITDA is Earnings before interest, tax, depreciation and amortisation, and excludes all one-off IPO related costs totalling $33.7m

1H16 Reconciliation of Statutory to Pro Forma Results

1H16 statutory results include series of one-off IPO related adjustments

Reconciliation of 1H 2016 EBITDA Statutory to Pro forma	A$m
EBITDA – Statutory	**(6.8)**
One-off share based payment expense	18.7
IPO transaction costs	7.0
Debt restructuring costs	1.9
Realised FX losses on debt restructuring	5.3
Withholding tax	0.8
EBITDA – Pro forma	**26.9**



*Pro forma EBITDA is Earnings before interest, tax, depreciation and amortisation, and excludes all one-off IPO related costs totalling $33.7m

Balance Sheet

Strong Balance Sheet post IPO capital restructuring

A$m	Statutory 31 Dec 15
Cash and cash equivalents	16.9
Inventories / Bio Assets / Other	26.8
Trade and other receivables	78.7
Current assets	**122.4**
Property, plant & equipment / Intangibles	263.3
Other non-current assets	3.8
Non-current assets	**267.1**
Total assets	**389.4**
Short-term borrowings	27.9
Trade payables / Provisions	70.7
Current liabilities	**98.6**
Long-term borrowing	99.7
Long-term provisions / Other	2.5
Non-current liabilities	**102.2**
Total liabilities	**200.8**
Equity and reserves	**188.8**

Commentary

Working capital

- Working capital inclusive of cash and exclusive of short term debt of $51.7m with additional liquidity available via undrawn facilities of $59.6m

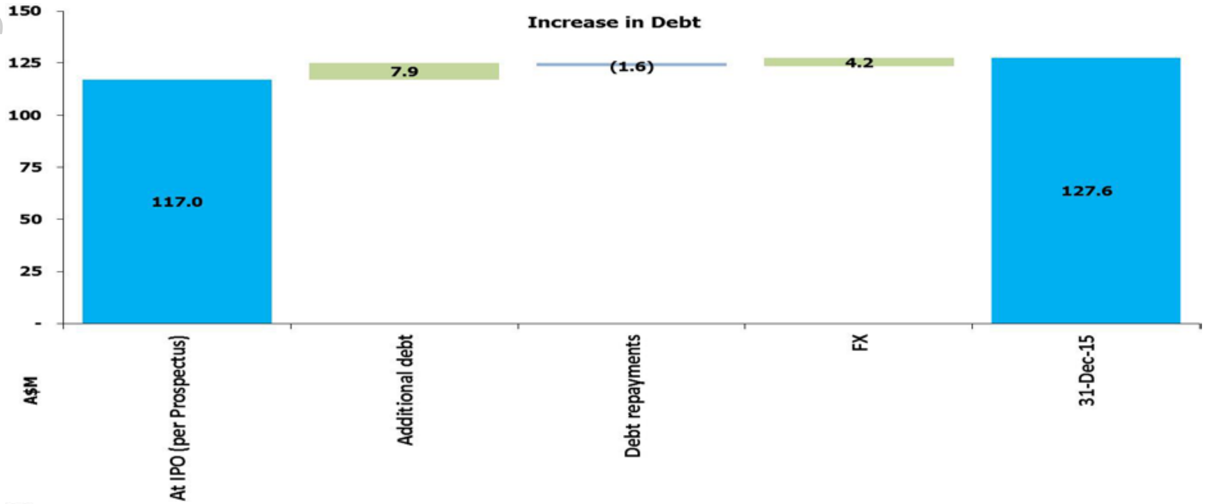
Property, Plant & Equipment

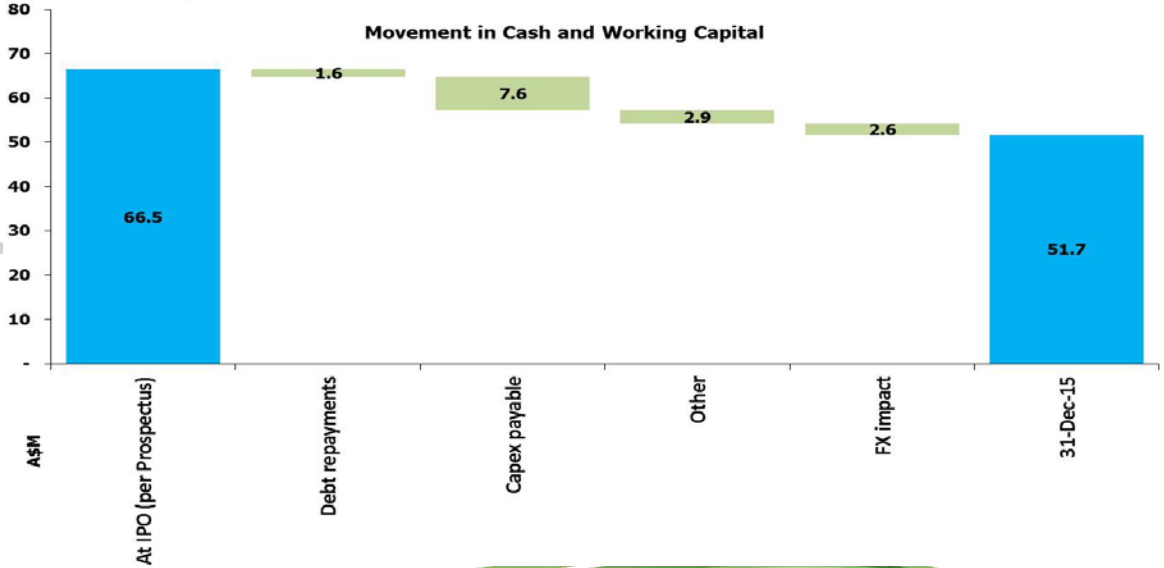
- Progressing key capex projects
  - MV Ocean Shearer
  - MV Ocean Kelpie
  - Pre Export Quarantine (PEQ) facilities

Debt

- Gross debt of $127.7m at appropriate level to pursue growth initiatives

Balance Sheet & Cash Flow reconciliations





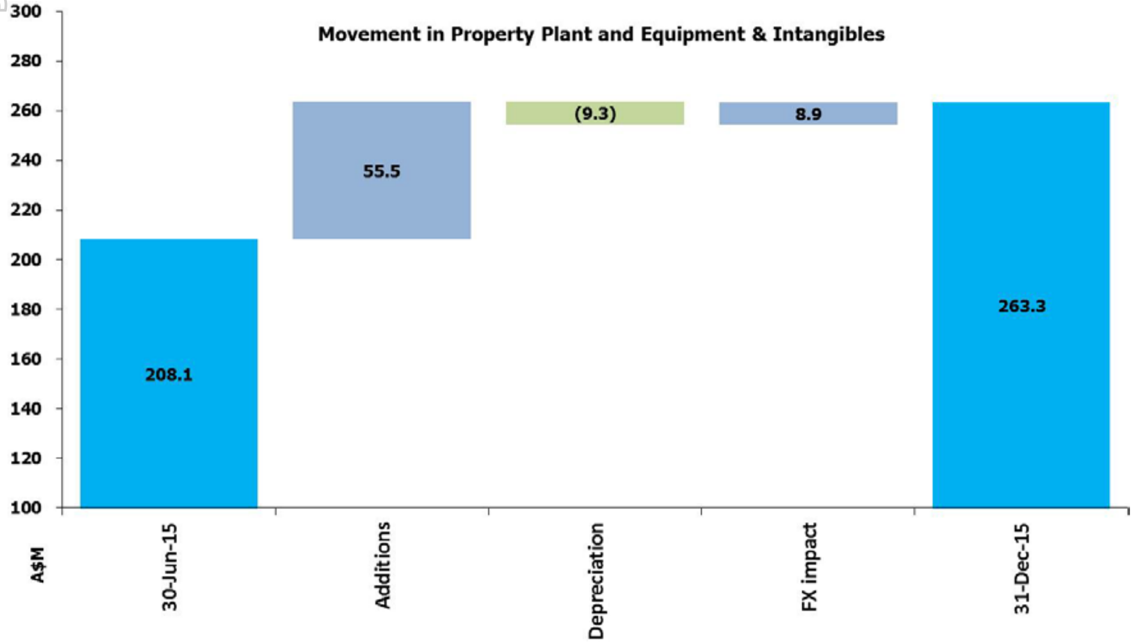
Debt

- Additional debt assumed at time of IPO is repayable by WGH under the terms of the separation agreement and is included in receivables
- FX impact of USD denominated debt reflects weaker AUD:USD rate vs Prospectus

Working capital

- Additional $7.6m in capex spent by WGH pre-IPO is repayable to WGH under the terms of the separation agreement
  - Relates to earlier than expected payment on Shearer
- PPE balance at 31 December 2015 of $258.6m reflects this increased investment
- FX impact reflective of USD denominated receivables

Balance Sheet & Cash Flow reconciliations



Property, Plant & Equipment

- Depreciation excluded in Prospectus Pro-forma Balance Sheet
- FX impact of USD denominated PPE reflects weaker AUD:USD rate vs Prospectus

Cash flows

IPO has provided appropriate capital structure to support working capital and growth capex initiatives

A$m	Statutory (Actual)
	1H 2016
Operating activities	
Receipts from customers	258.4
Payments to suppliers	(249.5)
Net finance costs	(12.5)
Net operating cash flows	**(3.5)**
Investing activities	
Purchase of PPE	(55.5)
Cash advances on duties prepaid	(7.6)
Net investing cash flows	**(63.1)**
Net proceeds from issue of shares	290.0
Proceeds of IPO returned to former parent	(188.2)
Balance settled by related parties	100.1
Proceeds from borrowings	124.9
Repayment of borrowings	(261.4)
Net financing cash flows	**65.4**
Net increase / (decrease) in cash	**(1.3)**

Commentary

Operating

- Liquidity injection from successful IPO capital raising has provided optimal working capital structure for operating activities

Investing

- Growth capex initiatives underway
  - MV Ocean Shearer
  - MV Ocean Kelpie
  - Pre Export Quarantine (PEQ) facilities

Financing

- Reduction in debt via successful IPO capital raising significantly reduces Principal & Interest commitments

Cash and Liquidity

Wellard

Wellard has $76.5m of available liquidity in the form of cash and undrawn debt facilities, and further flexibility through the proposed MV Ocean Shearer finance

Debt facilities	
A$m	31 December 2015
Drawn debt facilities	
Vessel related facilities*	**118.6**
Working capital facilities*	**8.9**
Total drawn debt	**127.7**
Undrawn debt facilities*	**59.6**
Cash on hand	**16.9**
Available liquidity	**76.5**

Net Debt	
A$m	31 December 2015
Current borrowings	**27.9**
Non current borrowings	**99.7**
Drawn debt	**127.7**
Less: Cash and cash equivalent	**(16.9)**
Total Net Indebtedness	**110.8**
Net debt/(Net Debt & equity)	**37%**

*Includes USD denominated debt converted at EOM spot rate at 31 December 2015

Commentary

Available facilities

- Significant headroom available within undrawn facilities
- Finance for MV Ocean Shearer completion in progress

Net debt

- Conservative gearing of 37%

03

OPERATIONAL UPDATE

Business Model Recap

Wellard

Key Activities

1 Sourcing & marketing (4-6 weeks prior to dept.)

- Customer order for livestock
- Source livestock (in local currency) post receipt of order
- Concurrently agree price (in US$) – margin fixed
- Limited currency risk (FX exposure hedged)(3)

2 Pre-export(1) (1-4 weeks prior to dept.)

- Supplier delivers livestock to pre-export quarantine station
- Fulfillment of health protocol requirements and sign off by AQIS(5)
- Livestock insured
- Loading

3 Transport (4-18 days voyage time)

- Loading on owned vessels for transport to destination market
- Feed and control animal welfare throughout journey

4 Delivery to customer

- Responsibility for animal welfare at customer's feedlot and processing facility
- State-of-the-art traceability systems, including CCTV and tagging(2)

Destination processing by customer

Payment made to producers

Economic ownership of livestock by Wellard

Advance payments from customers(4)

Final payments from customers(4)

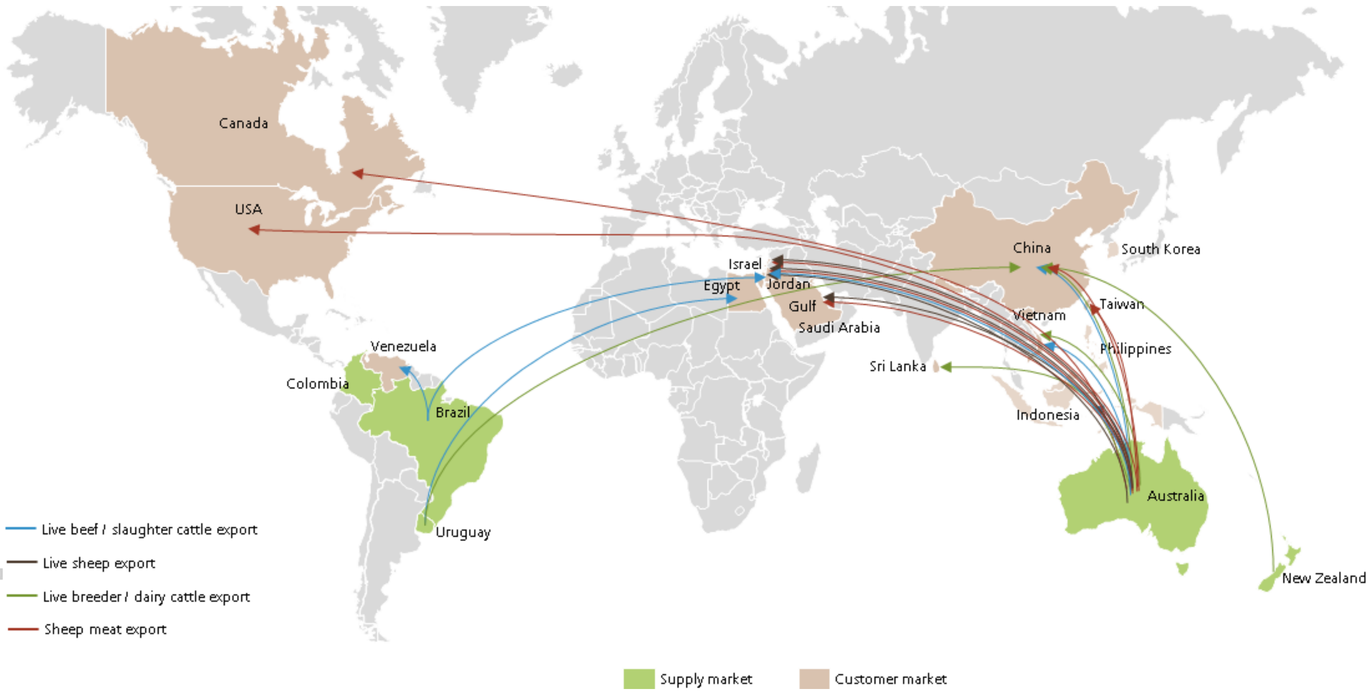
Responsibility for animal welfare

Note: The above is based on the typical model for livestock exports to South East Asia
(1) Dairy cattle: 3 – 4 weeks prior to transport; Slaughter & Feeder : 5 – 7 days
(2) In certain customer processing facilities
(3) Wellard hedges any currency exposure via forward rate agreements 2-4 weeks prior to shipping
(4) Payment terms and timing dependant on customer location
(5) Australian Quarantine and Inspection Service
Source: Wellard

Major Markets

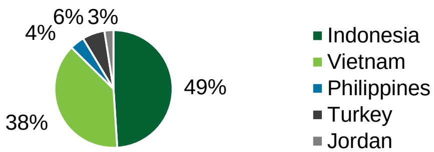
Wellard's international presence and control of infrastructure provides it with a flexible business model

Wellard's major markets & trading flows

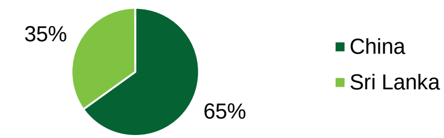


1H2016 – customer countries

Slaughter & feeder cattle (by head)

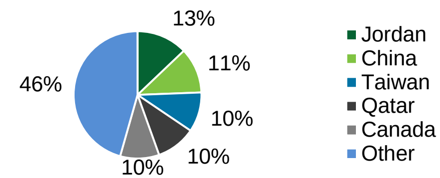


Breeder cattle (by head)



Sheep (by head)

Sheepmeat[1] (by kg)



Note:
1. includes goat meat, skins, offals and runners sales

Animal welfare

Wellard

Wellard remains committed to the highest standards of animal welfare. Through 1H16, Wellard has been in compliance with all regulatory standards in the livestock export trade and continues to invest in initiatives over-and-above the regulatory requirements

	Regulatory standards	Wellard animal welfare initiatives in 1H16
Pre-export	ASEL	• Undertaking due diligence to develop 2 pre-export quarantine (PEQ) facilities in Australia. • The facilities will be custom designed by Wellard with state of the art animal handling and welfare considerations.
Purpose built livestock carrying vessels	AMSA	• Wellard is constructing two state of the art purpose built livestock carriers in the MV Ocean Shearer and MV Ocean Kelpie. • Each of the vessels has the latest engineering in feed, water, ventilation and stock pens to ensure that Wellard remains a market leader in quality livestock shipping.
On-board animal welfare initiatives	ASEL	• In 2015 Wellard introduced an incentive scheme for on-board crew to reward the team for superior animal welfare results. • The scheme has provided financial incentives for the delivery of livestock in optimal condition and has resulted in a succession of low-mortality voyages from Q1-Q3.
End-market improvements	ESCAS	• Wellard continues to deliver new generations of our own control and traceability software and support in Vietnam and Indonesia. • Through the provision of smartphone apps, scanners, slaughter equipment, auditing, training and education Wellard continues to be an industry leader with compliance to ESCAS.

04

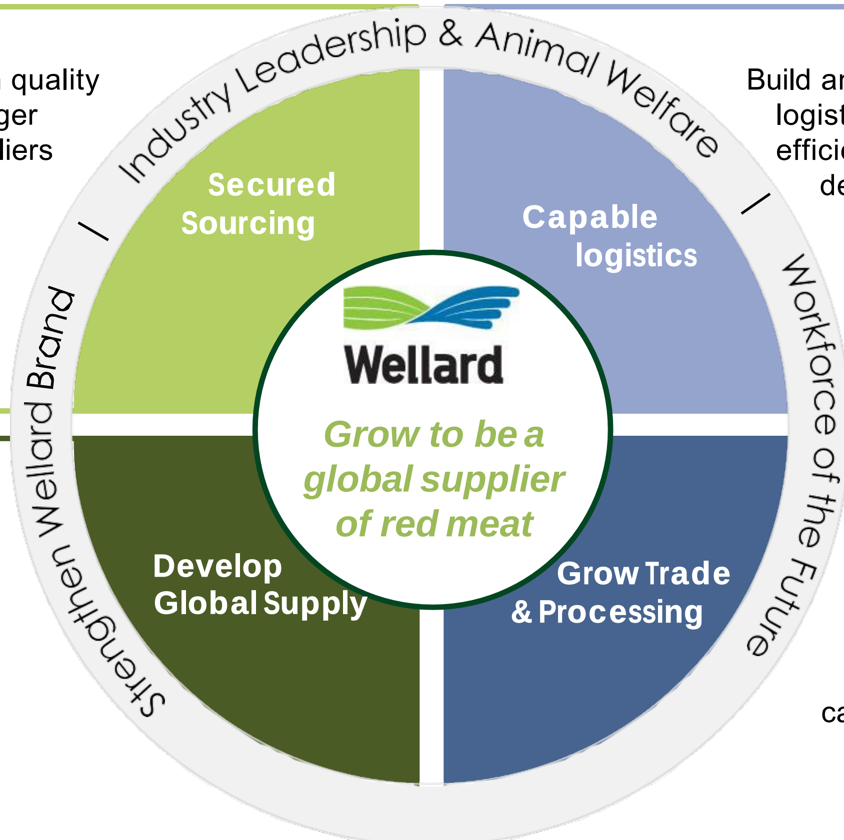
STRATEGY AND OUTLOOK

Wellard's Growth Strategy

Growth Strategies

Secure sourcing of high quality livestock through stronger engagement with suppliers and producers and reduce risk of supply interruptions

Build and streamline logistics capabilities to efficiently meet customer demand in an environmentally sustainable way



Continue to build sourcing capability at chosen global export centres to effectively meet global livestock demand

Achieve growth by helping our customers fulfil the growing red meat demand in the region and establishing processing capabilities in the region

Enablers

Strengthen Wellard brand	Industry leadership & animal welfare	Workforce of the future
Develop Wellard brand to enable stronger relationships with stakeholder across the business	Provide leadership to the livestock industry for better prospects and standards of animal welfare	Operating safely, transform and build capabilities in the business to deliver on the strategic objectives

Operational Outlook

MV Ocean Shearer / Ocean Kelpie

- Construction of the MV Ocean Shearer is nearing completion, with commencement of operation expected by the end of April 2016
- Keel laid on MV Ocean Kelpie

Industry

- Continued strong demand from Asian live export markets
- Upcoming religious festival period in Q4 2016 will further support demand
- Low fuel price environment

Wellao JV

- Livestock supply agreement now executed
- Facility design completed
- Break ground on facilities is expected to be in Q4 2016

Artists impression

Swagman / Outback update

Animal welfare

- MV Ocean Swagman – no animal welfare issues as vessel was not loaded at time of breakdown
- MV Ocean Outback – dual propulsion systems allowed for safe redirection and discharge at destination port of 99.94% of loaded stock

Mechanical

- Cause of breakdown identified in damaged crankshaft for both vessels which is not common for relatively new engines
- Further investigation being carried out by Engine maker (Wartsila) and independent expert nominate by Wellard. Awaiting findings
- Substitution of new crankshaft, performed by Wartsila engineers using only genuine spare parts is nearing completion
- Other scheduled maintenance undertaken to limit future downtime

Financial

- Both vessels expected to be fully operational during March 2016
- Costs associated with mechanical failure subject to insurance claim

05

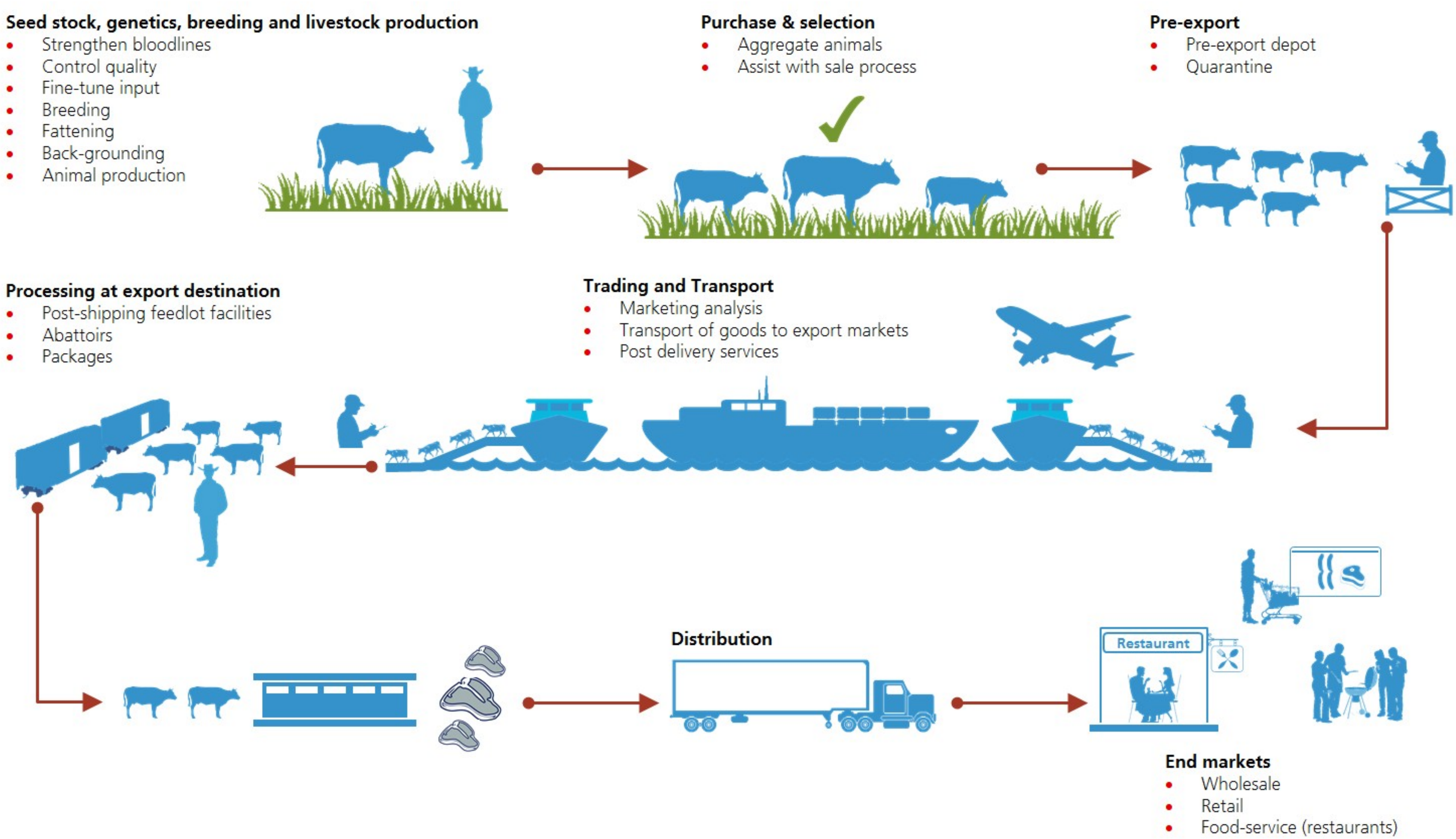
QUESTIONS & ANSWERS

06

APPENDIX

ADDITIONAL INFORMATION

Industry Overview



Reconciliation of statutory to pro forma EBITDA and NPAT

A$m	1H16 (Stat)	Re-class	1H 16 (stat)	SBP exp.	IPO costs	Debt re-fi	FX	Stam duty	Int.	Tax	Re-class	1H16 (P/F)
LM&E	257.5	-	257.5	-	-	-	-	-	-	-	-	257.5
PMM&E	18.0	-	18.0	-	-	-	-	-	-	-	-	18.0
Total revenue	**275.5**	**-**	**275.5**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**275.5**
COGS	(224.2)	-	(224.2)	-	-	-	(2.0)	-	-	-	(1.5)	(227.7)
Gross Profit	**51.3**	**-**	**51.3**	**-**	**-**	**-**	**(2.0)**	**-**	**-**	**-**	**(1.5)**	**47.8**
Other income	2.8	-	2.8	-	-	-	-	-	-	-	-	2.8
Labour costs	-	(27.4)	(27.4)	18.7	-	-	-	-	-	-	-	(8.7)
Admin	(6.3)	1.0	(5.3)	-	-	-	-	-	-	-	1.5	(3.8)
Repairs & maintenance	-	(3.6)	(3.6)	-	-	-	-	-	-	-	-	(3.6)
Operating expenses	(12.6)	12.6	-	-	-	-	-	-	-	-	-	-
Other	(42.0)	17.4	(24.6)	-	7.0	1.9	7.4	0.8	-	-	-	(7.5)
EBITDA	**(6.8)**	**-**	**(6.8)**	**18.7**	**7.0**	**1.9**	**5.4**	**0.8**	**-**	**-**	**-**	**26.9**
D&A	(9.3)	-	(9.3)	-	-	-	-	-	-	-	-	(9.3)
Interest	(10.8)	-	(10.8)	-	-	-	-	-	8.2	-	-	(2.6)
Tax	3.0	-	3.0	-	-	-	-	-	-	(4.5)	-	(1.5)
NPAT	**(23.9)**	**-**	**(23.8)**	**18.7**	**7.0**	**1.9**	**5.4**	**0.8**	**8.2**	**(4.5)**	**-**	**13.5**

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Directors and Key Executives

Mauro Balzarini
Chief Executive Officer

- CEO of the Business since May 2004
- Grown Wellard into the largest marketer and exporter of live cattle in Australian
- Member of the Trade and Investment Policy Advisory Council

Greg Wheeler
Finance Director

- Finance Director of the Business since September 2011
- Currently oversees the Group Finance, IT, HR and Media Relations functions
- Previously Group Financial Controller for Austal Limited and worked for PwC and Westpac Bank

Scot Braithwaite
Chief Operating Officer

- Joined Wellard in 2004
- Currently oversees the Commercial side of export operations
- Prior to joining Wellard, Scot spent most of his career within the cattle export industry in South East Asia

Domenico Bazzoni
Business Development

- Involved with Wellard since 1990
- Over 30 years of experience in livestock and meat marketing and export in the Middle East
- Overall responsibility for marketing and export in South America and the Middle East

Paolo Triglia
MD Wellard Ships

- First got involved with Wellard in 1987
- Appointed Managing Director of Wellard Ships in 2009.
- Deep understanding of the shipping industry, with specific focus on vessel management

Board composition

David Griffiths *Chairman*	- Non-Executive Director and Chairman of Automotive Holdings Group Limited - Deputy Chairman of ThinkSmart Limited and of the Perth contemporary dance company, Co3 - Extensive experience in equity capital markets, mergers and acquisitions, and corporate Advisory
Sharon Warburton *NED*	- Non-Executive Director at Fortescue Metals Group - Director of Western Power - Part time member of the Takeovers Panel, Sharon is a Graduate of the Australian Institute of Company Directors, a fellow of the Chartered Accountants of Australia and New Zealand and has held a variety of senior executive roles in Finance and Strategy
Philip Clausius *NED*	- Founder and managing partner of Transport Capital Pte Ltd - Currently serves as Director and CEO of Nordic Shipholding A/S, and is a Non-Executive Director of BW Pacific and a member of the Advisory Panel of the Singapore Maritime Foundation - Previously the co-founder and CEO of the FSL Group, a Singapore-based provider of leasing services to the international shipping industry
Mauro Balzarini *CEO*	(See left)
Greg Wheeler *Finance Director*	(See left)

- Three independent, non-executive directors (including an Independent Chairman)
- Two executive directors, including majority shareholder Mauro Balzarini