

JAPFA

Feeding Emerging Asia

Japfa Ltd

Investor Presentation

9M2020







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GROUP OVERVIEW



Group Overview



Feeding Emerging Asia



- Established in 1971
- 5 animal protein businesses in 5 countries
- Japfa Ltd's market capitalisation: approx. US$900 million[1]
- FY2019 revenue: US$3.9 billion







[1] As at 30 September 2020

Leading Pan-Asian Industrialised Agri-Food Company



WHAT WE DO

We produce quality protein staples, dairy, and packaged food that nourish millions of people



WHERE WE ARE

We employ over 40,000 people across Singapore, Indonesia, Vietnam, Myanmar, India and China



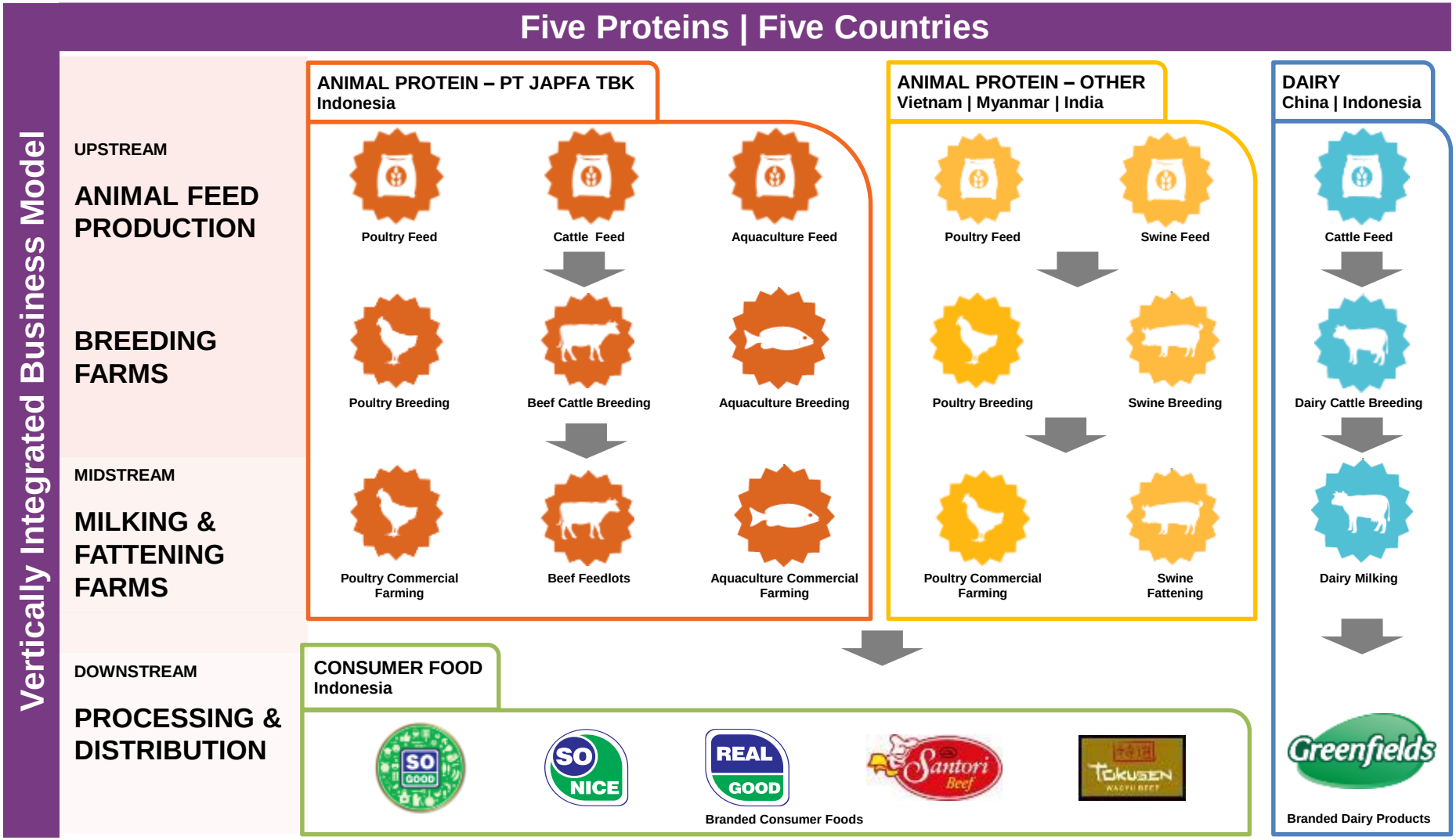
WHY WE DO IT

3 billion people living in our target markets

More than 40% of the world's total population

A leading pan-Asian, industrialised agri-food company dedicated to feeding emerging Asia with essential proteins

Vertically Integrated Business Across Entire Value Chain



Notes:

- **Five Proteins** refers to Poultry, Beef, Aquaculture, Swine and Dairy.
- **Five Countries** refers to Indonesia, Vietnam, Myanmar, India and China.

Japfa's Core Competencies

Vertically Integrated Business Model

Industrialized approach to farming and food production

UPSTREAM

ANIMAL FEED PRODUCTION

BREEDING FARMS

MIDSTREAM

MILKING & FATTENING FARMS

DOWNSTREAM

PROCESSING & DISTRIBUTION

FEED

Enjoys economies of scale and an established network

LIVESTOCK FARMING

Strong livestock farming experience and expertise

BRANDED CONSUMER FOODS

Future growth driver

CORE COMPETENCIES

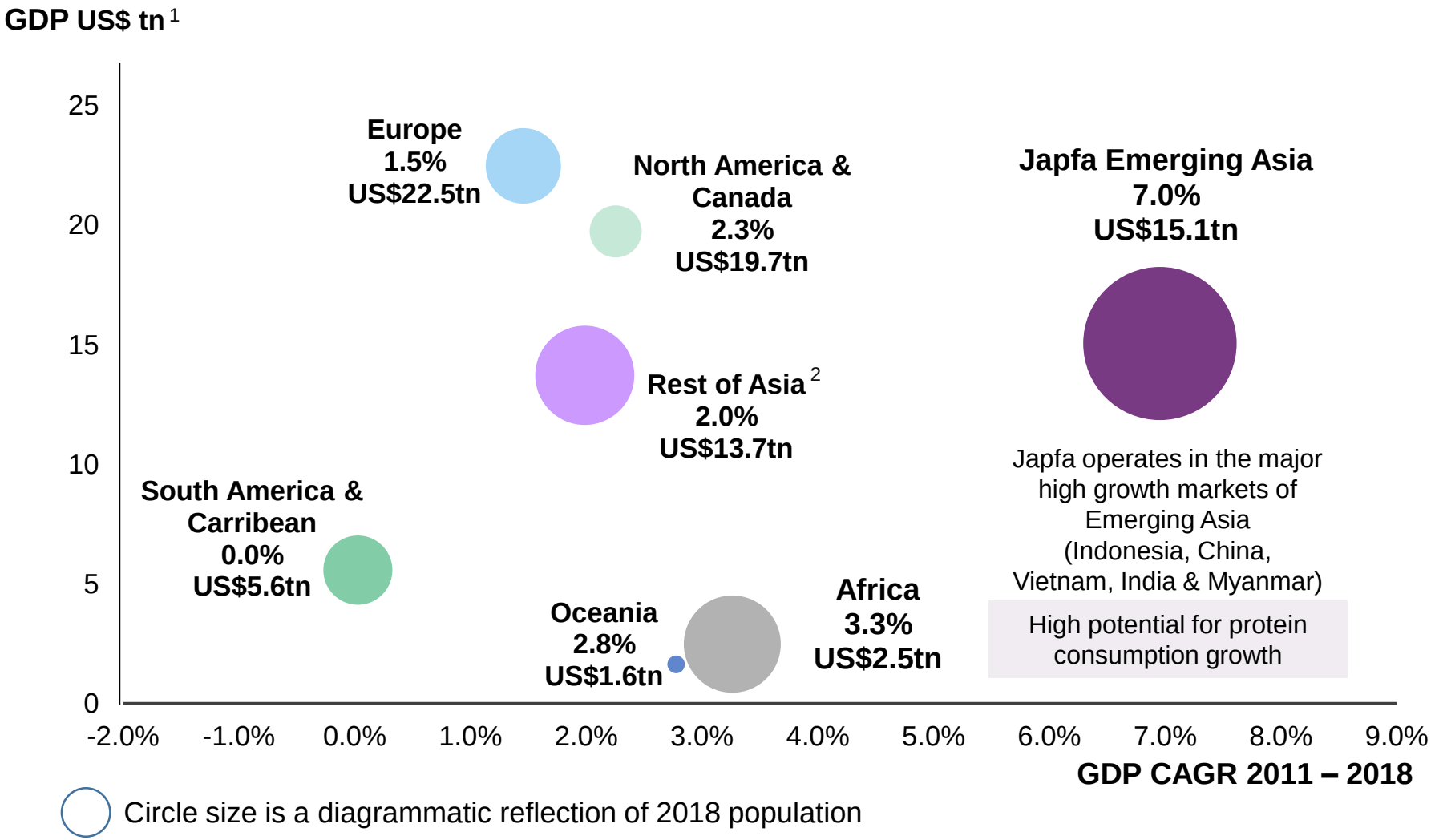
LARGE SCALE
- Ability to manage mega-scale farming operations; over 40,000 employees across five countries
- Scale of the Group's animal feed business provides stability to group revenue and profitability

TECHNOLOGY
- JVs with leading genetics companies (Aviagen and Hypor) for superior breeds and genetics
- Advanced feed technology
- Combined with best farm management practices

ANIMAL HEALTH
- Best in class bio-security using stringent operating procedures
- In-house vaccine production firm PT Vaksindo

STANDARDISATION AND REPLICATION
- Replication of best practices and infrastructure design across five protein groups and five countries
- Replication of farm design model in dairy farms, DOC breeding farms, feedmills, etc

Japfa's Emerging Asia: Market Growth



- All percentages (%) above refers to 2011- 2018 GDP CAGR
- GDP US$ trillion in each circle shows the 2018 GDP constant US$ value

[1] World Bank Data

[2] Rest of Asia refers to Asian countries excluding Japfa's Emerging Asia countries

KEY HIGHLIGHTS



Key Highlights for 9M2020

- **Japfa continues to deliver a solid bottom-line, proving resilience during Covid-19**
- **Group's diversification strategy is effective: strong results of swine in Vietnam and dairy in China more than offset the weaker performance of PT Japfa Tbk in Indonesia**
- **PATMI and Core PATMI w/o Forex increased significantly compared to 9M2019**
- **An additional pre-tax gain of US$117.0 million was made from the disposal of 25% of China Dairy. This gain is not reflected in the Group's income statement and is instead reflected as an increase in the Group's reserves**
- **Balance sheet strengthened and gearing lowered from the proceeds from the 25% sale of China Dairy**

Revenue	Operating Profit	Operating Profit Margin
US$2.8 billion	**US$236.8 million**	**8.6%**
-2.5% y-o-y	+28.4% y-o-y	+2.1ppt y-o-y

EBITDA	PATMI	Core PATMI w/o Forex
US$362.4 million	**US$130.0 million**	**US$140.8 million**
+24.8% y-o-y	+479.4% y-o-y	+196.1% y-o-y



Animal feed business remains a stable pillar of profitability



Lower demand due to Covid-19 in Indonesia is impacting DOC & Broiler ASPs



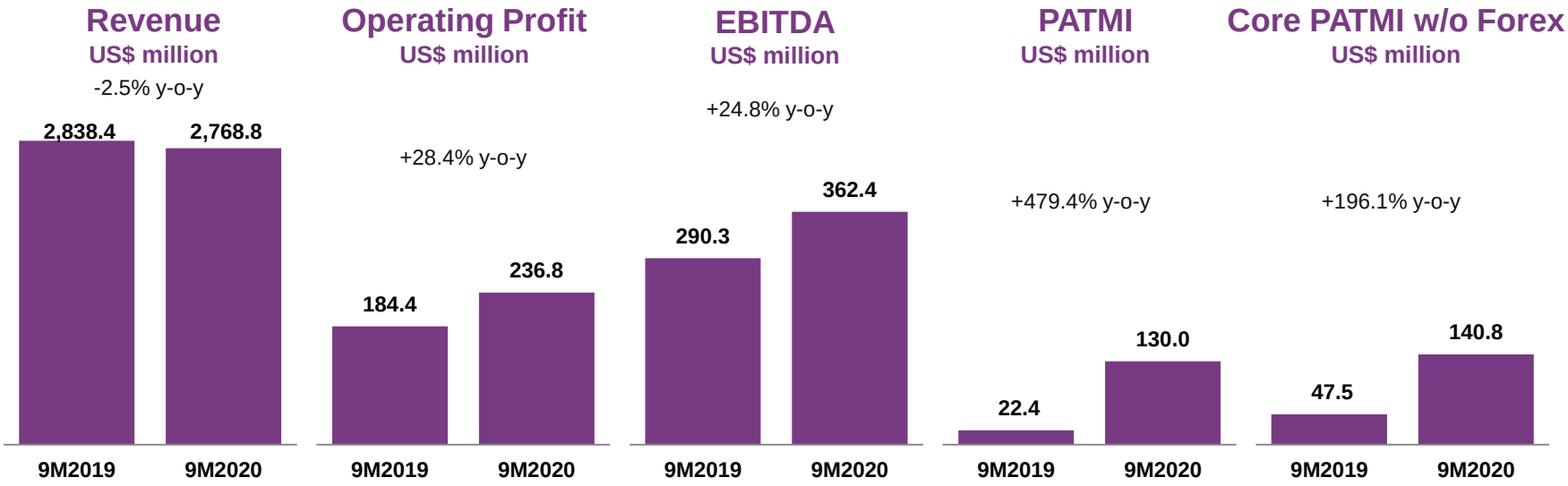
Swine fattening ASPs remain strong due to the supply shortage resulting from African Swine Fever ("ASF")



Raw milk prices remain strong since 2H2019 due to supply shortage in China

- We define "**EBITDA**" as profit before tax, excluding interest income, finance costs, depreciation and amortisation expenses. We also exclude (a) foreign exchange adjustments gains/(losses), (b) changes in fair value of derivatives relating to foreign exchange hedging, and (c) fair value of biological assets, other than gains/(losses) from the sale of beef in China.
- We derived "Core PATMI" from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding (a) changes in fair value of biological assets (net of tax), other than gains/(losses) from the sale of beef in China, (b) changes in fair value of derivatives, and (c) any extraordinary items, attributable to the owners of the parent.
- **"Core PATMI w/o Forex"** is an estimate derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. We have not made an estimate of the tax impact on foreign exchange gains/losses. This is because the majority of the gains/losses are unrealised and arise from the translation of USD bonds in PT Japfa Tbk and USD loans in Dairy, which have no tax implication

9M2020 Group Financials



We continue to produce and supply staple protein foods in every market we operate in, even during Covid-19

Core pillars

- PT Japfa Tbk: Revenue and operating profit dropped due to lower poultry ASPs arising from the reduced purchasing power in Indonesia following Covid-19
- APO-Vietnam: Turned in a strong performance with continuing high swine fattening ASPs due to supply shortage caused by ASF[1]
- Dairy: Strong growth in revenue and profit driven by higher raw milk price in China

Overall

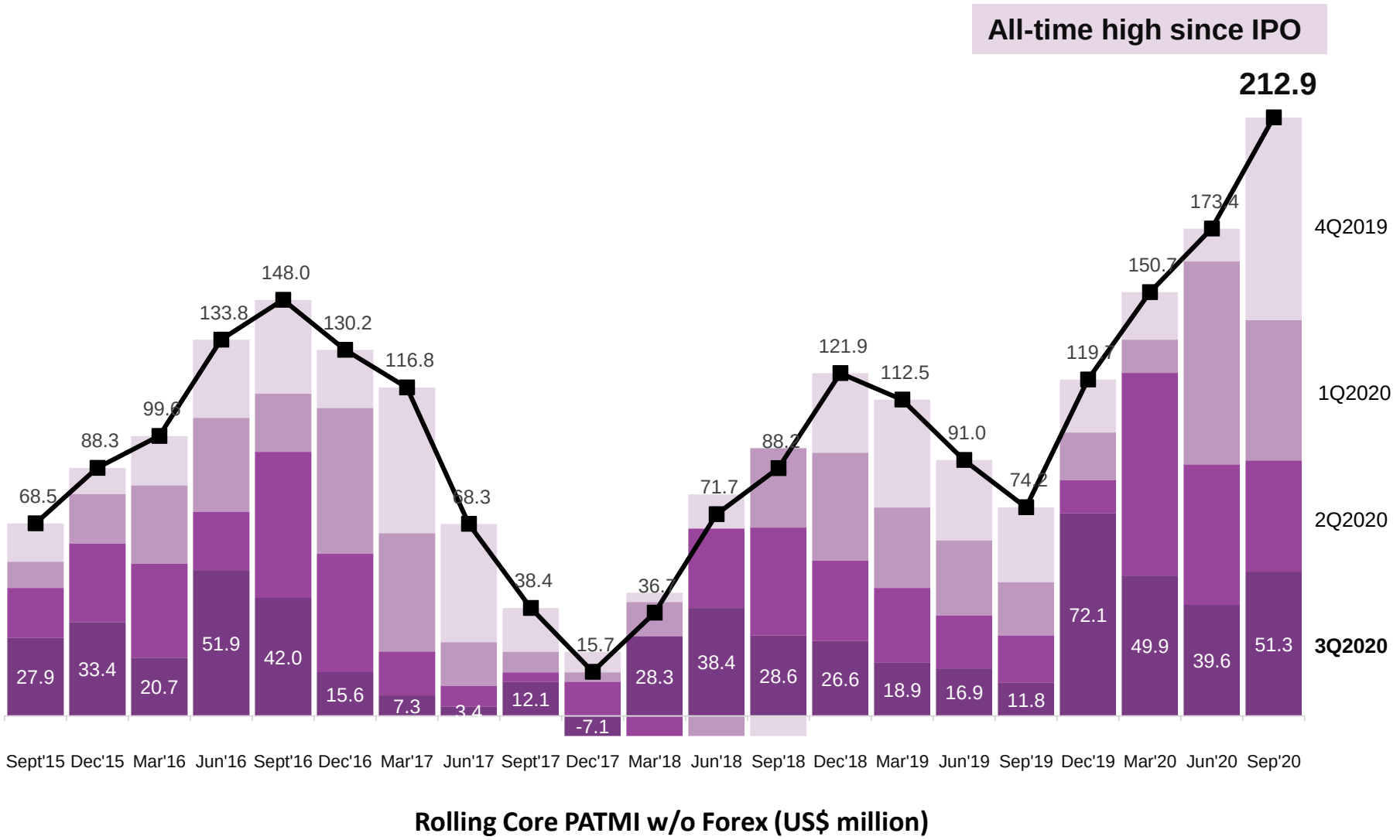
- Profits across the board improved significantly compared to the same period last year on the back of strong performances from APO-Vietnam and Dairy
- Group's diversification strategy is showing results in mitigating major down-cycles in particular markets. By being one of the most efficient and lowest cost producers, we can ride through agri-business cyclicality, including Covid-19
- The US$254.4 million proceeds from 25% sale of China Dairy to Meiji[2] have strengthened the Group's balance sheet and lowered gearing
- Rolling Core PATMI w/o Forex for the past 12 months ending 30 September 2020 hit at an all-time high since IPO (refer to page 12)

[1] ASF refers to African Swine Fever.
[2] The China Dairy transaction was completed on 3 July 2020.

CORE PATMI w/o FOREX
ROLLING BASIS

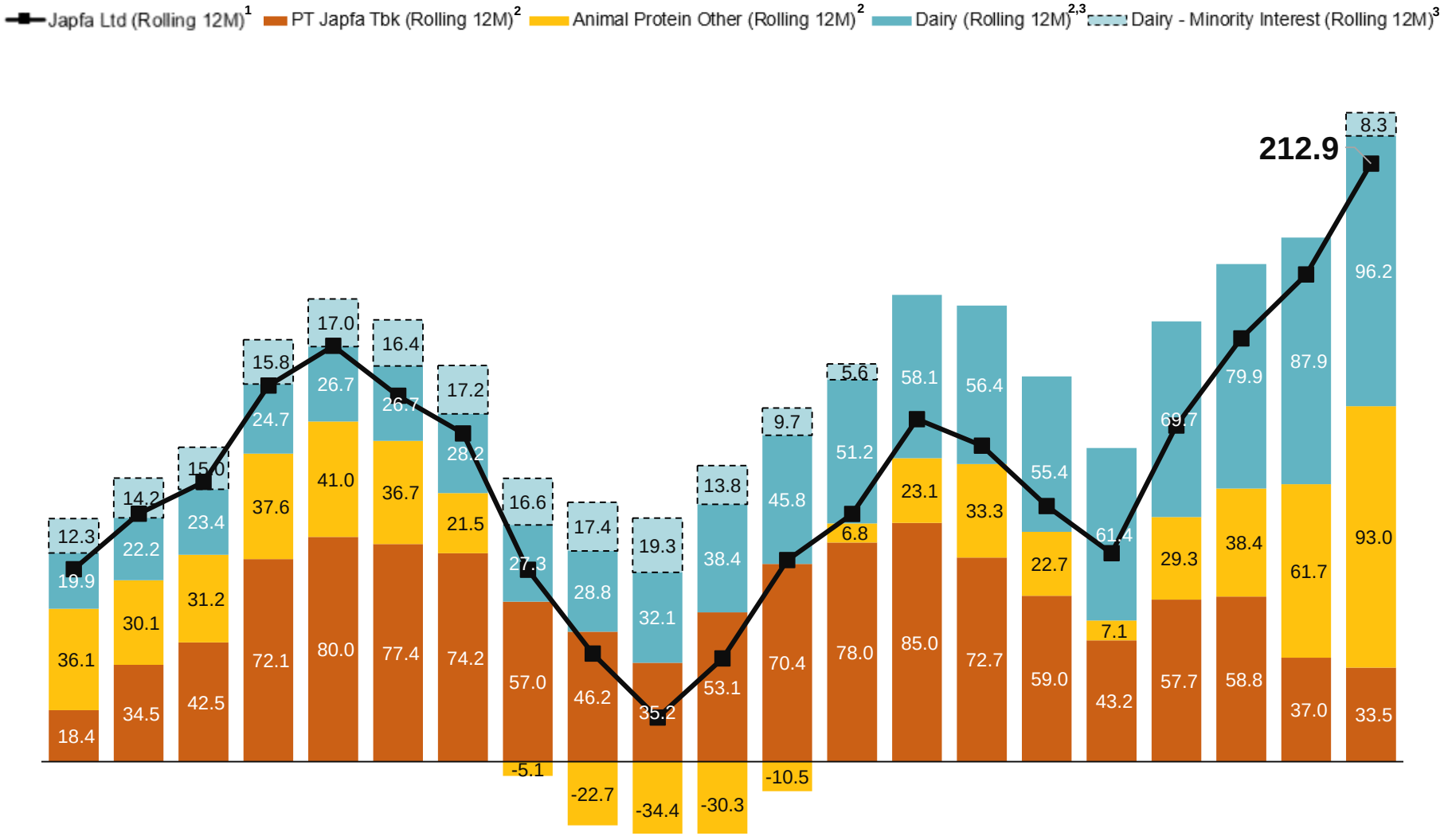


Rolling Core PATMI w/o Forex For The Group



Note: The bar chart shown above comprises the Group's segments (PT Japfa Tbk, Animal Protein Other, Dairy and Consumer Food) plus its central purchasing subsidiary, headquarter costs and elimination adjustments between segments.

Rolling Core PATMI w/o Forex For The Core Pillars



[1] **Japfa Ltd (Rolling 12M)** line chart shown above comprises the Group's segments (PT Japfa Tbk, Animal Protein Other, Dairy and Consumer Food) plus its central purchasing subsidiary, headquarter costs and elimination adjustments between segments.
[2] The **Three Core Pillars** (PT Japfa Tbk, Animal Protein Other and Dairy) bar chart shown above excludes the Consumer Food segment, the Group's central purchasing subsidiary, headquarter costs and elimination adjustments between segments.
[3] Dairy in dark blue represents Core PATMI w/o Forex attributable to Japfa Ltd and the light blue represents minority interest

9M2020
FINANCIAL AND OPERATIONAL ANALYSIS



9M2020 Segmental Overview

GROUP

Japfa Ltd

(US$m)	9M2019	9M2020	%change	
Revenue	2,838.4	2,768.8	-2.5%	▼
Operating Profit	184.4	236.8	28.4%	▲
Operating Profit Margin	6.5%	8.6%	2.1 pts	▲
EBITDA	290.3	362.4	24.8%	▲
PAT	63.3	146.9	132.1%	▲
PATMI	22.4	130.0	479.4%	▲
Core PATMI w/o Forex	47.5	140.8	196.1%	▲

SEGMENTAL

PT Japfa Tbk

(US$m)				
Revenue	1,915.4	1,690.3	-11.8%	▼
Operating Profit	130.6	65.2	-50.1%	▼
Operating Profit Margin	6.8%	3.9%	-3.0 pts	▼
EBITDA	184.5	125.7	-31.9%	▼
PAT	77.9	16.6	-78.7%	▼
PATMI	36.7	7.1	-80.6%	▼
Core PATMI w/o Forex	30.8	6.6	-78.7%	▼

Animal Protein Other

Revenue	481.6	572.4	18.9%	▲
Operating Profit	6.8	78.9	1057.1%	▲
Operating Profit Margin	1.4%	13.8%	12.4 pts	▲
EBITDA	27.1	99.7	267.3%	▲
PAT	(0.8)	69.8	8653.9%	▲
PATMI	(0.5)	69.4	12756.8%	▲
Core PATMI w/o Forex	0.2	63.9	25924.2%	▲

Dairy

Revenue	343.5	391.0	13.8%	▲
Operating Profit	55.9	80.5	44.0%	▲
Operating Profit Margin	16.3%	20.6%	4.3 pts	▲
EBITDA	82.3	113.6	38.1%	▲
PAT	17.7	59.3	235.4%	▲
PATMI	17.7	52.2	195.4%	▲
Core PATMI w/o Forex	45.1	71.6	58.6%	▲

Consumer Food

Revenue	143.3	146.5	2.3%	▲
Operating Profit	(4.2)	13.4	419.9%	▲
Operating Profit Margin	-2.9%	9.1%	12.1 pts	▲
EBITDA	3.4	20.9	511.6%	▲
PAT	(6.6)	13.3	302.9%	▲
PATMI	(6.6)	13.3	302.9%	▲
Core PATMI w/o Forex	(6.5)	13.0	300.0%	▲

1 The combined revenue for PT Japfa Tbk & Animal Protein Other includes inter-segment revenue of US$31.4m in 9M2020 (9M2019: US$40.8m)
2 The Dairy segment revenue includes inter-segment revenue of US$0.0m in 9M2020 (9M2019: US$8.4m)
3 The Consumer Food segment revenue includes inter-segment revenue of US$0.7m in 9M2020 (9M2019: US$0.4m)

JAPFA

9M2020 Segmental Attributable Income

PT JAPFA TBK
- 53.5% Japfa Ltd
- 46.5% Public

APO
- 100% Japfa Ltd

DAIRY

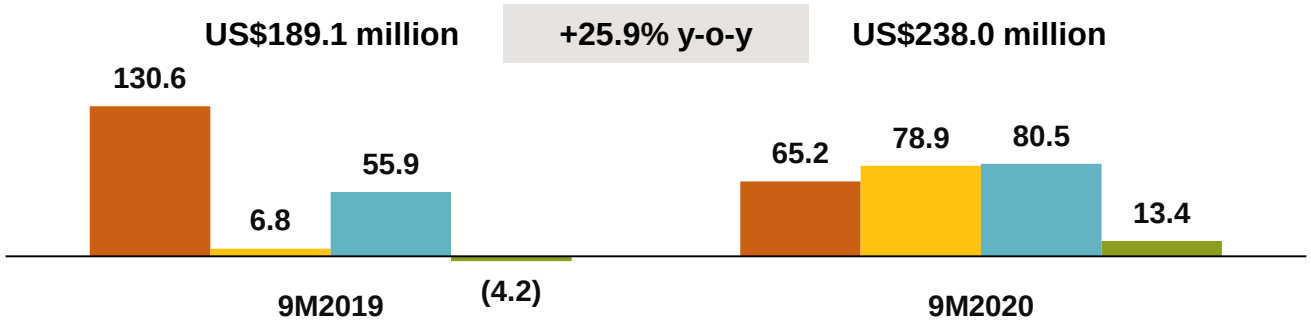
China
- 75% Japfa Ltd
- 25% Meiji Co. Ltd

SEA
- 100% Japfa Ltd

CONSUMER FOOD[1]
- 100% Japfa Ltd

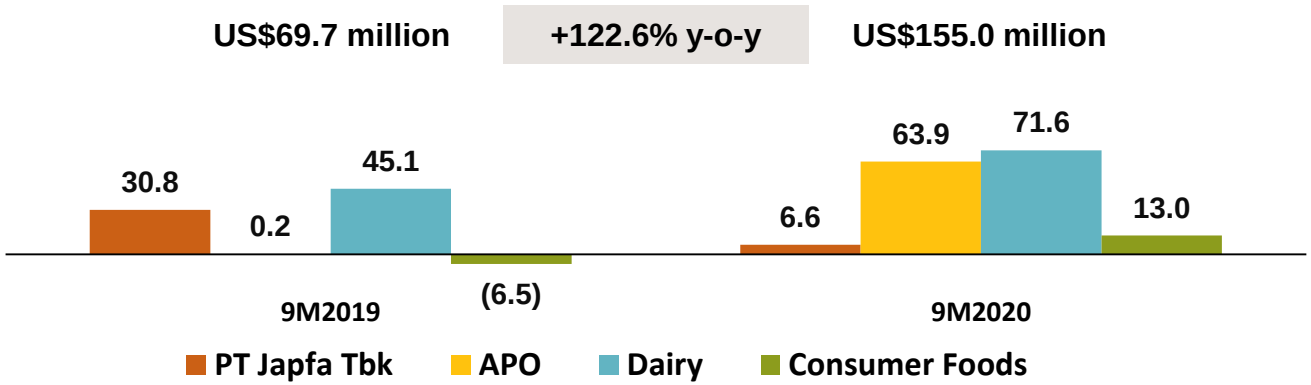
Operating Profit[2] (US$ million)

Group financials on consolidated basis



Core PATMI w/o Forex[2] (US$ million)

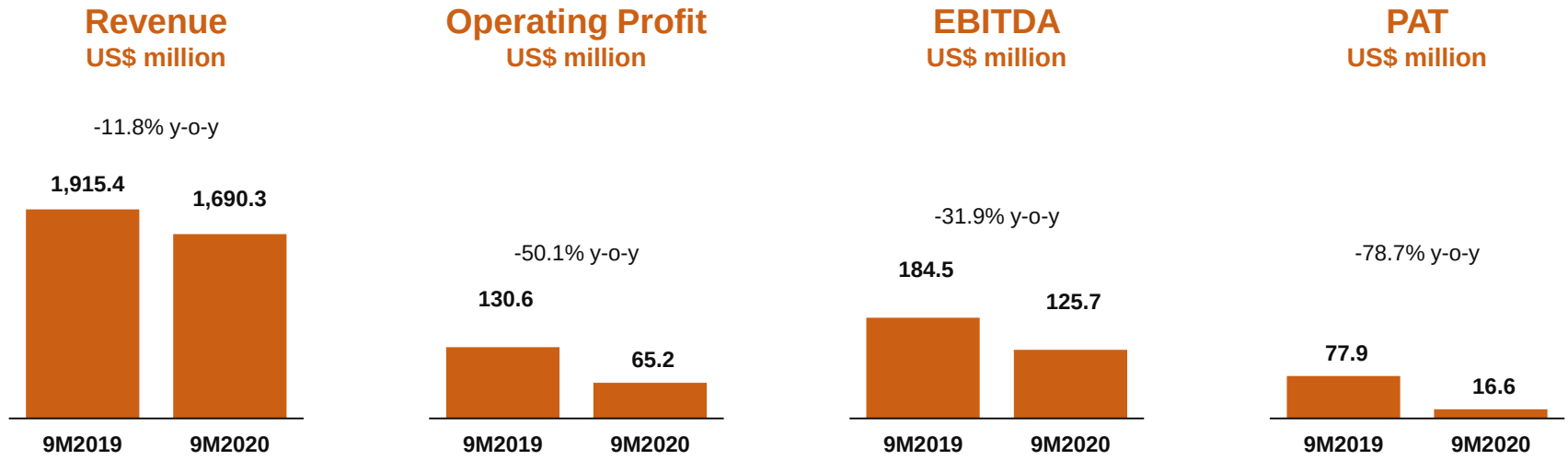
Attributable income to Japfa Ltd



[1] In process of being transferred to PT Japfa Tbk, expected closing of transaction in November 2020

[2] The Operating Profit and Core PATMI w/o Forex exclude the central purchasing subsidiary, headquarter costs and elimination adjustments between segments

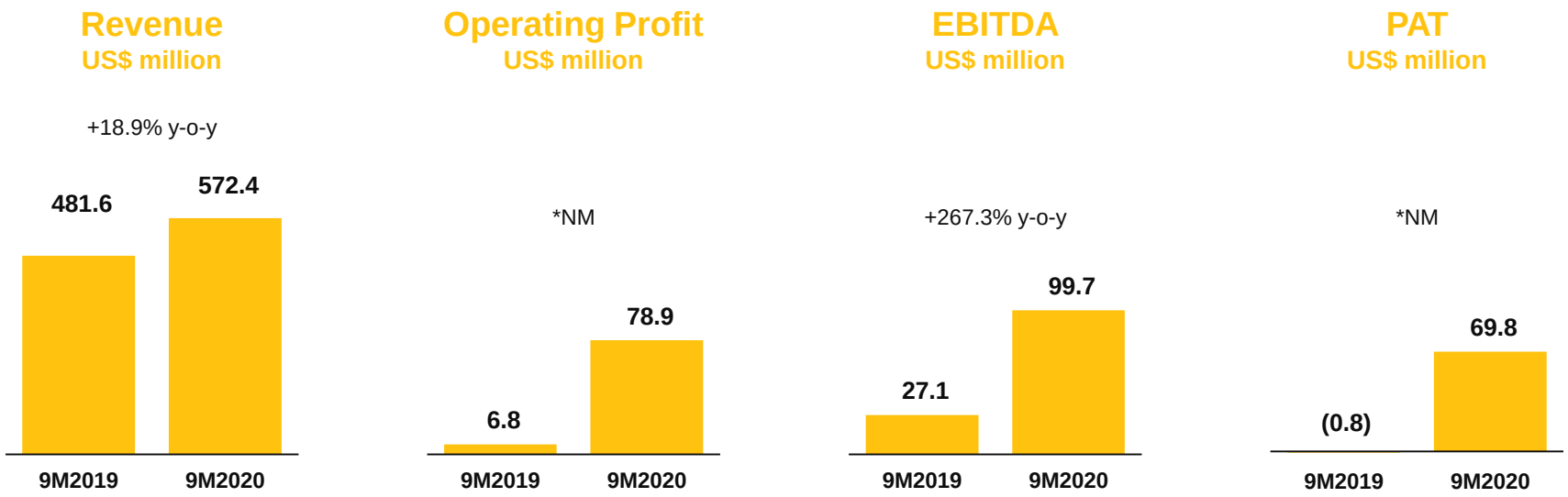
PT Japfa Tbk – Financial Performance



Revenue and profitability affected by the impact of Covid-19 on demand

- Revenue decreased mainly due to lower poultry feed and DOC sales volumes
- Covid-19 has lowered GDP per capita of the mid/lower income band in Indonesia, reducing demand for consumer staples including poultry. This has resulted in lower poultry prices. The poultry industry and the government's culling initiatives are attempting to reduce supply to match the new level of demand so as to stabilise prices
- The lower DOC and broiler price environment in 2Q2020 and 3Q2020 has decreased overall profitability
- Strong feed margins continue to generate stable profits. A successful procurement during corn harvest and the ability to manage raw material costs have boosted feed margins in 2020
- Since Covid-19 outbreak, we have taken action to freeze non-essential new Capex. The Covid-19 situation in Indonesia remains fluid and we continue to monitor the situation
- Aquaculture division delivers robust results on the back of higher sales volumes and margins of aqua feed
- In this challenging Covid-19 environment, EBITDA for 9M2020 of US$125.7 million remains respectable, albeit lower than last year

APO – Financial Performance



Swine operations in Vietnam drove exceptional growth in revenue and profitability

Vietnam

- Revenue and profitability growth was mainly due to the high swine fattening ASPs
- Swine fattening ASPs remained strong due to the significant drop of pork supply in the market as a result of African Swine Fever ("ASF"). Swine fattening ASPs in 2019 were low due to the emergence of ASF at that time
- With our industrialised business model, which encompasses strict bio-security protocols, we have been able to contain the adverse effects of ASF, allowing us to replenish our swine stocks faster than most competitors
- As a result, we were able to capitalise on the rebound of swine fattening ASP since 4Q19 and continue to record strong profits
- Poultry feed and swine feed remain a stable pillar of profitability

Myanmar

- DOC and broiler prices remain low due to the impact of Covid-19 on the demand for poultry

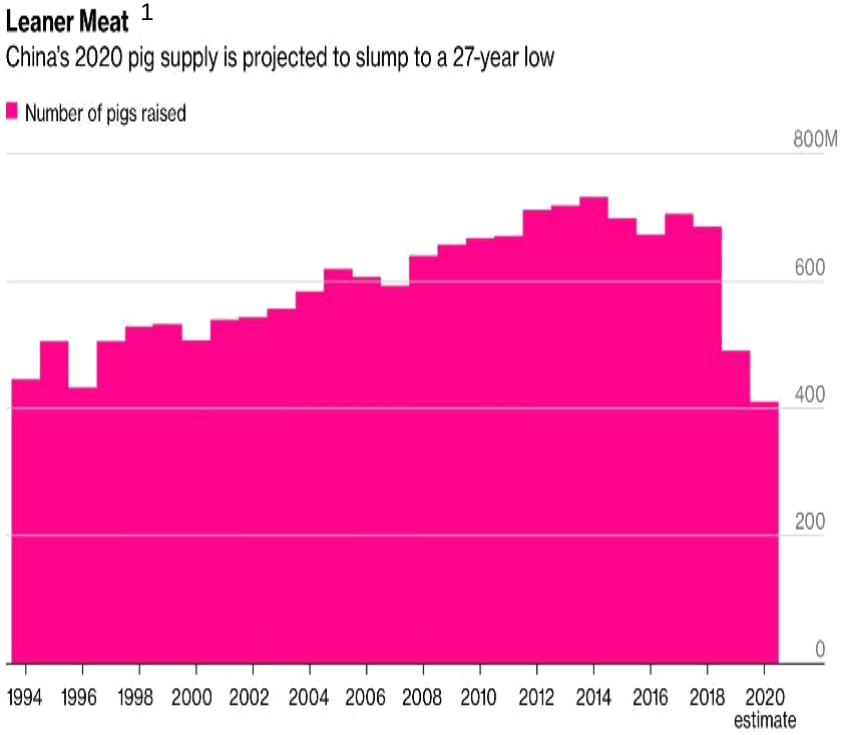
India

- Feed, which is the major contributor to India's revenue, buffered the demand impact of Covid-19

* NM refers to not meaningful

Swine Supply Shortage and Recovery

In a Bloomberg report, the number of pigs raised in 2020 is estimated to drop > 40% from before ASF



A Rabobank report on China's Recovery from ASF noted that "It will likely take around five years of restocking for the whole farming sector to recover."[2]

Japfa Vietnam Swine Operation

ASF has significantly reduced the total domestic swine population in Vietnam and the lack of supply has increased swine fattening ASPs

Through our strong farm management and stringent biosecurity, the adverse effect of ASF on our swine population has been minimized

Our strategy to build a swine breeding pyramid, starting from our own Great Grand Parent (GGP) farms, allows us to replenish our swine breeding stock faster than the competition

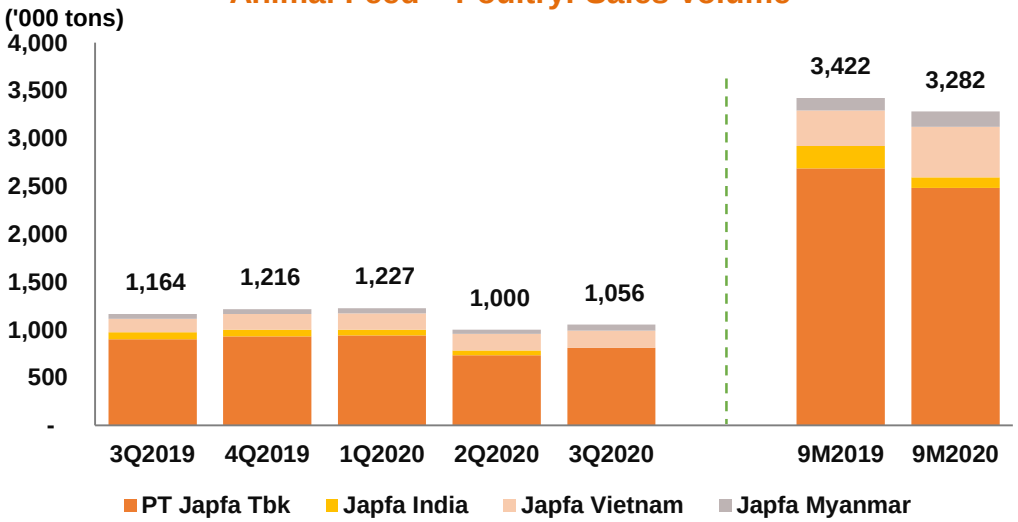
In 2020, APO-Vietnam imported highly selected pure line breeders from its partner Hypor as part of a 3-year plan to enhance performance and swine genetics

With these strategic initiatives, APO-Vietnam has set a strong base for growth

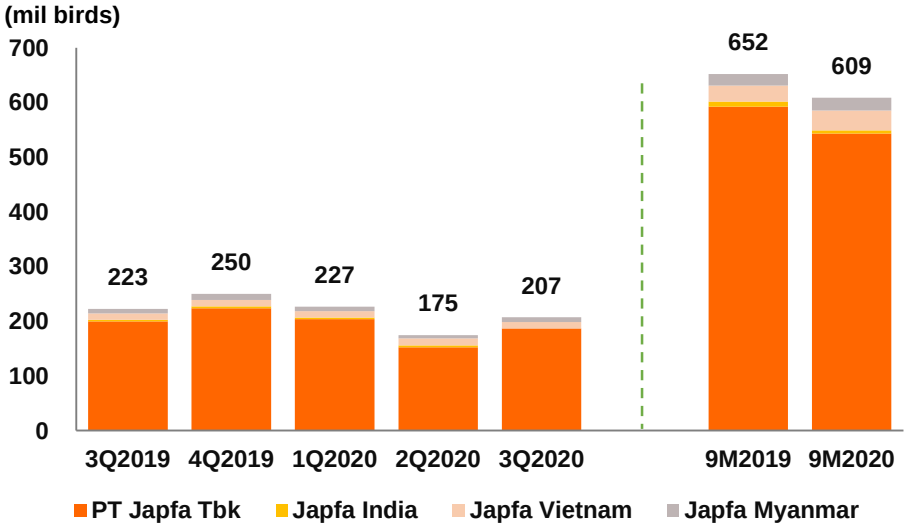
[1] Chart extracted from Bloomberg, 6 June 2019 citing USDA
[2] China's Recovery From African Swine Fever: Rebuilding, Relocating, and Restructuring – Rabobank, November 2019

Animal Protein – Operational Performance

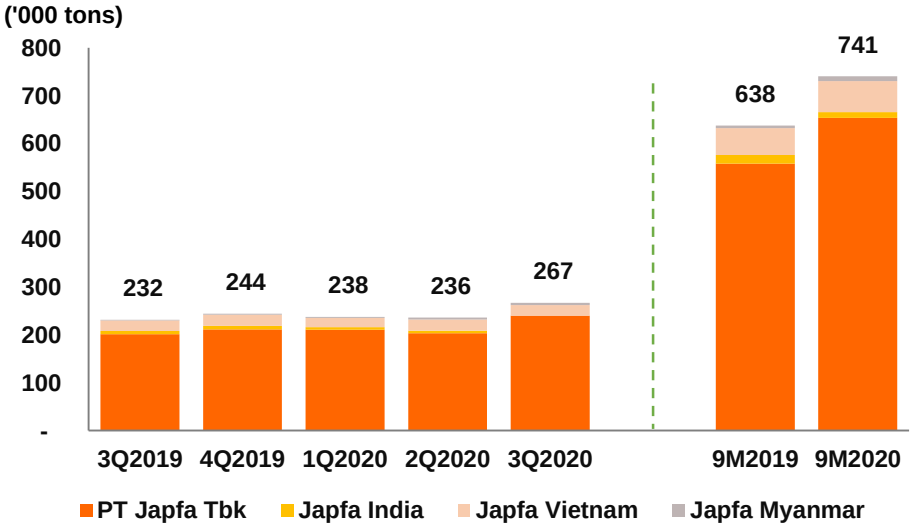
Animal Feed – Poultry: Sales Volume



DOC – Broiler: Sales Volume

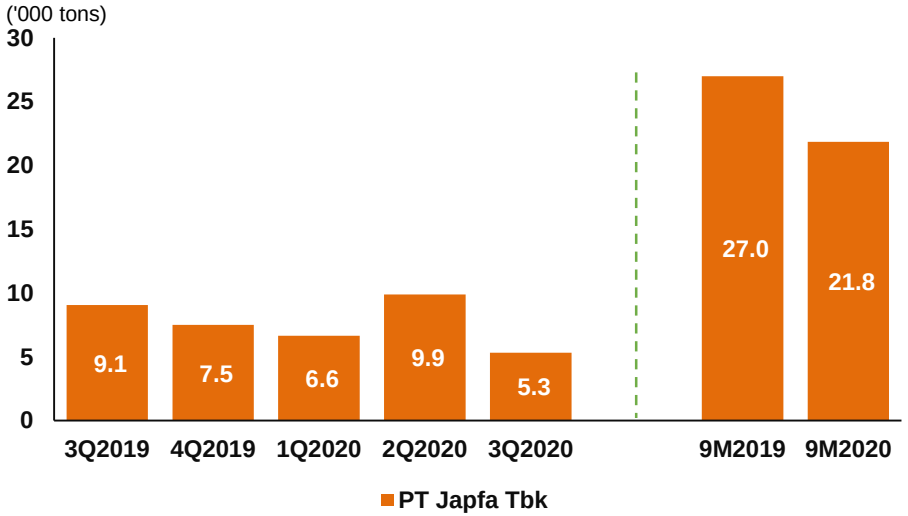


Commercial Farm – Live Birds: Sales Volume

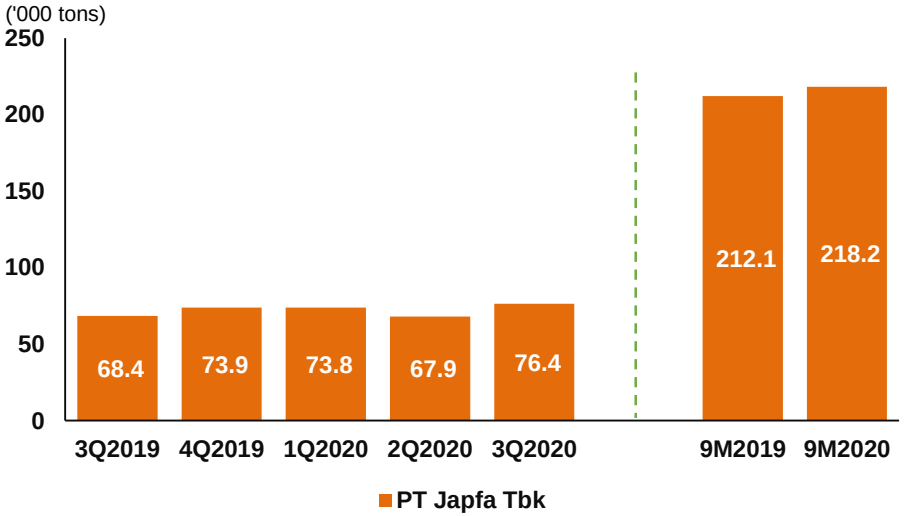


Animal Protein – Operational Performance

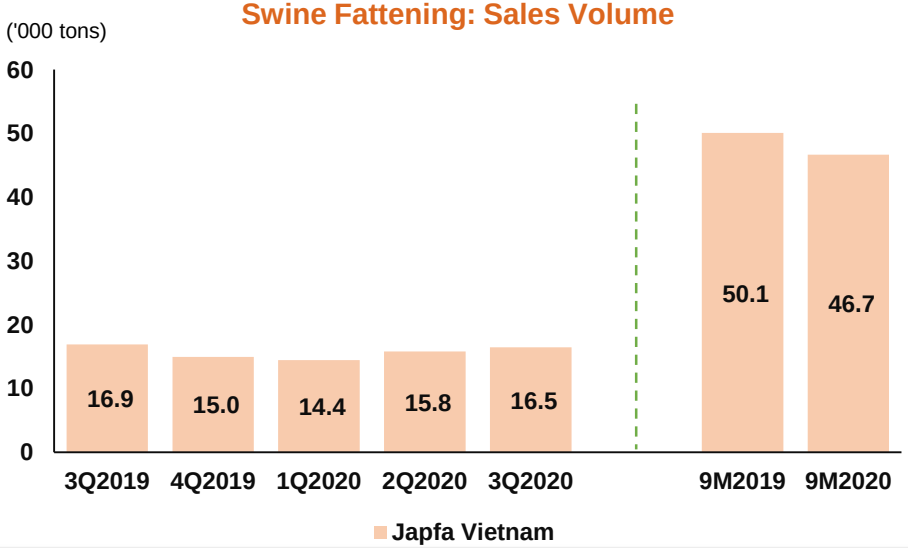
Beef – Live Cattle: Sales Volume



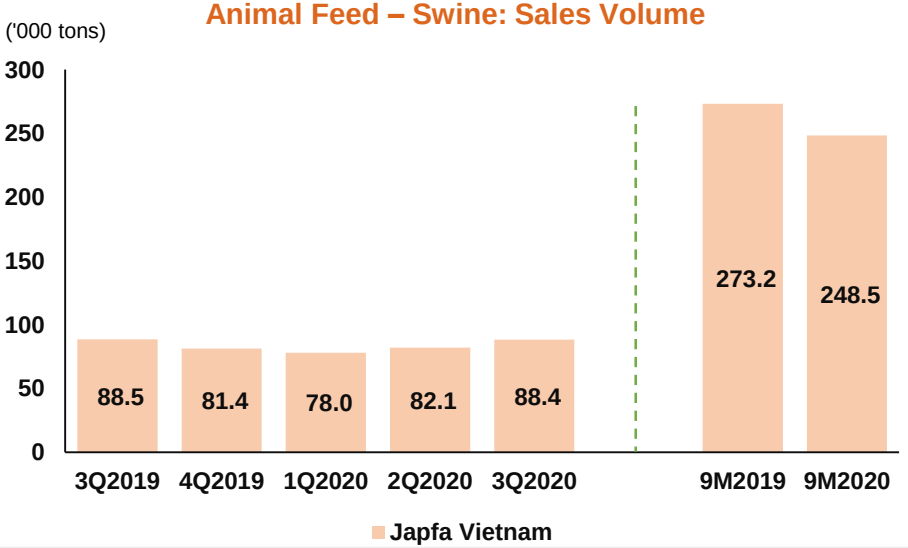
Aquaculture – Aqua-feed: Sales Volume



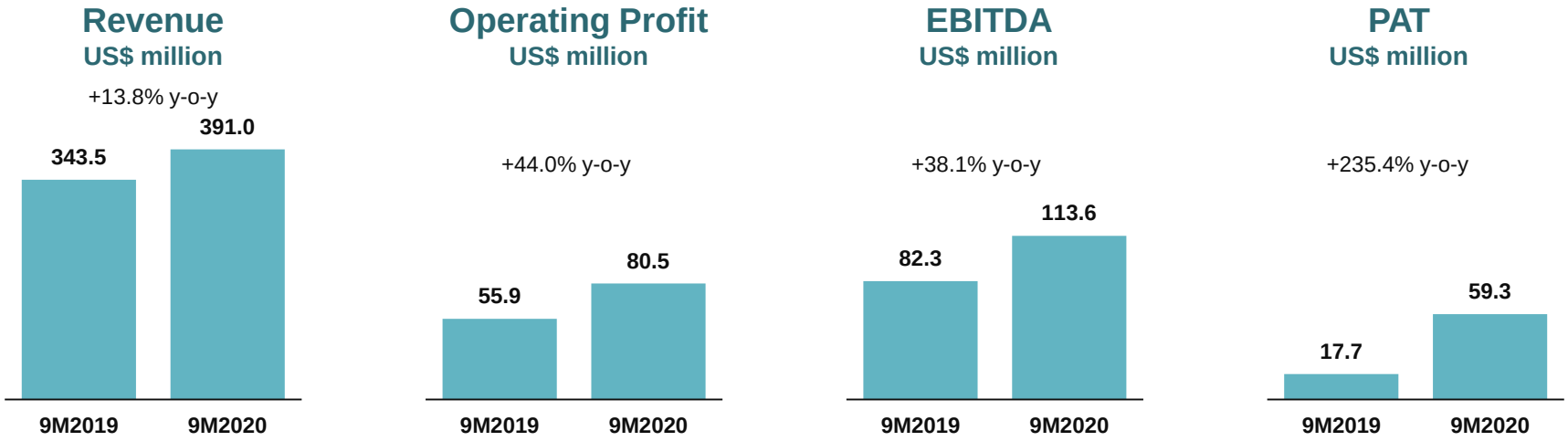
Swine Fattening: Sales Volume



Animal Feed – Swine: Sales Volume



Dairy – Financial Performance



Dairy proves to be a strong pillar for revenue and profitability

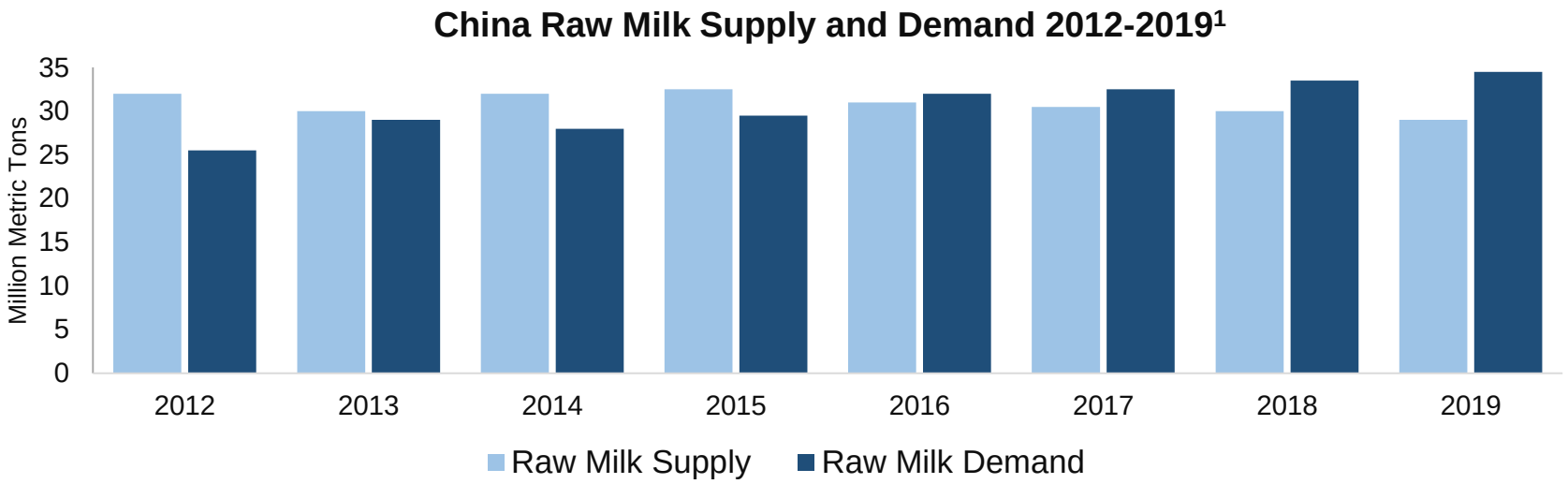
China

- Revenue and profitability grew as raw milk price continues to strengthen due to shortage in supply
- Beef operations boosted revenue and PAT by US$40.7 million and US$12.7 million, respectively, in 9M2020
- Continuing growth in revenue and profitability delivered strong EBITDA for 9M2020
- We believe the supply shortage and the strong raw milk price environment will continue over the medium term as it takes time for the industry to build new dairy farms and reach the “fully milking” stage
- Covid-19 has had a minimal impact on day-to-day operations and demand of raw milk in China

SEA

- Sales volumes on Extended Shelf Life (“ESL”) products increased y-o-y. Although the measures implemented to curb the Covid-19 outbreak have reduced sales volumes to food services customers (coffee chains and bubble tea stores), the increased volumes of direct sales to consumers offset such reduction
- Sales volumes of other branded dairy products, especially UHT, also increased

China's Raw Milk Supply Remain in Shortage as Demand Continues to Grow



Extracted from Moody's[2]:

Domestic demand for raw milk is growing, while supply continues to decline, due to:

- Rising feed costs
- Stricter environmental requirements implemented by the Chinese government

Thus, despite the increasing demand for dairy products, the domestic production of dairy products sees a rather anemic growth.

China's per-capita milk consumption is low compared with other countries, indicating there is room to grow

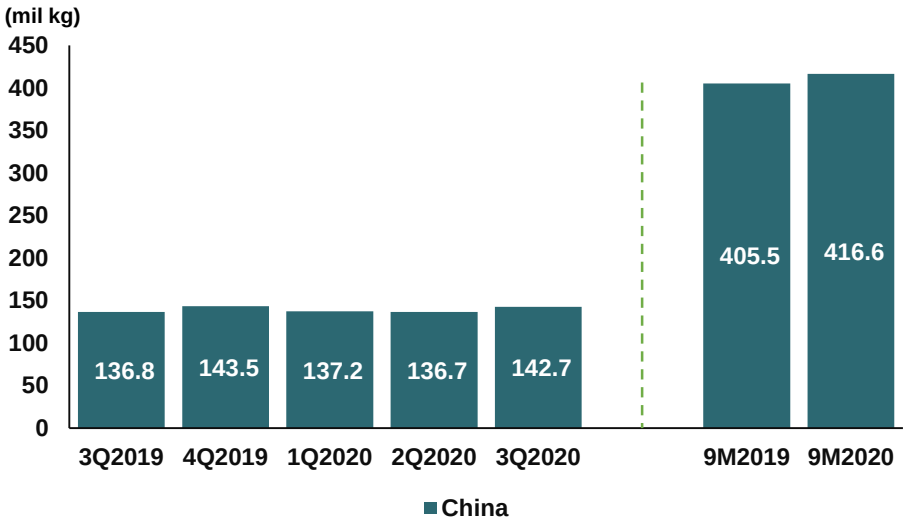
- Rising awareness on personal health in China and benefits of milk
- Elimination of "one-child" policy boosts consumption

As indicated in a UOBKayHian report: "According to China Modern Dairy (CMD) management, the raw milk shortage may last for another 2-3 years as more and more independent dairy farmers give up cow-raising."[3]

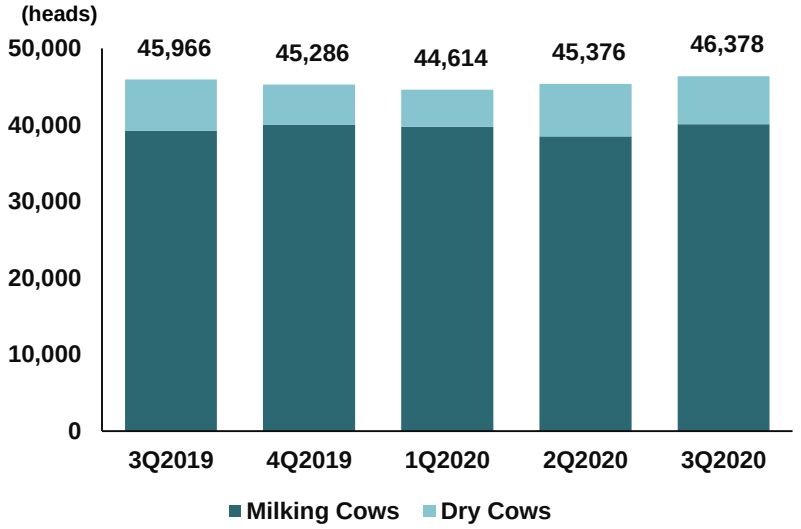
[1] Moody's Investors Service, Sector In-Depth, Raw milk - China, 27 June 2019 citing Bloomberg, Chinese National Bureau of Statistics, and Company estimates
[2] Moody's Investors Service, Sector In-Depth, Raw milk - China, 27 June 2019
[3] UOB KayHian, Sector Update Dairy-China, 23 January 2020

Dairy – Operational Performance

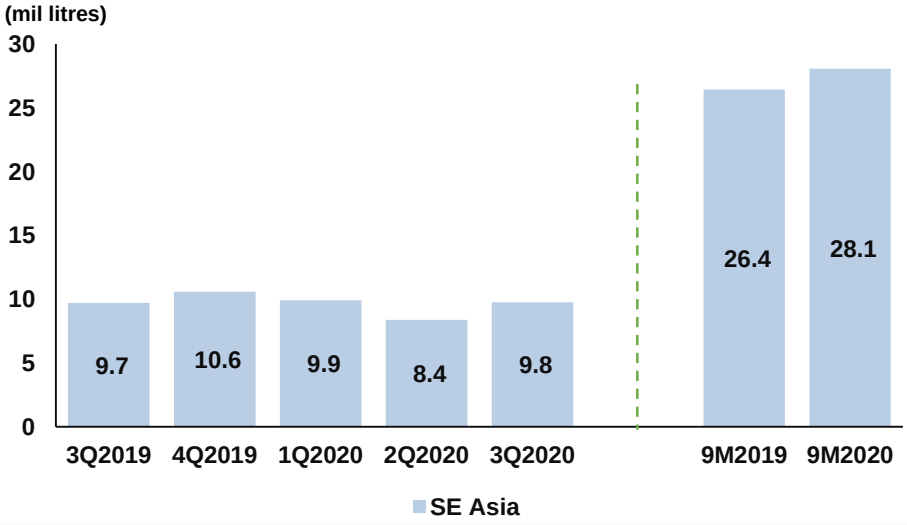
China Raw Milk: Sales Volume



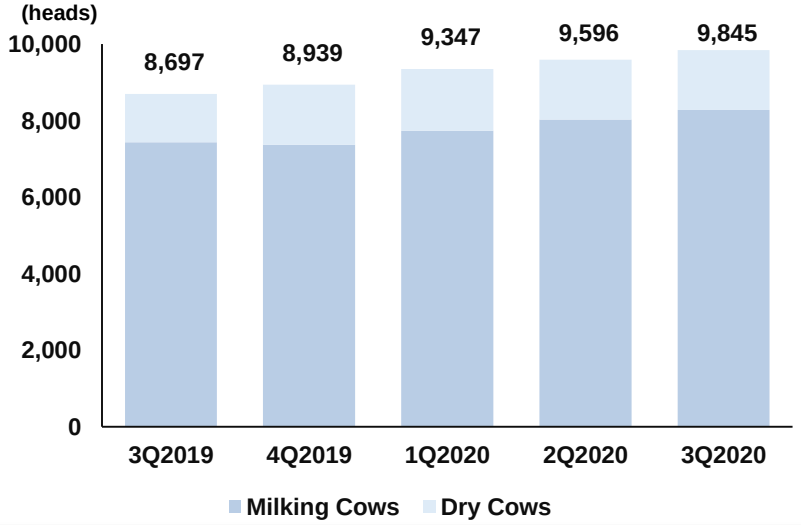
Milkable cows – China[1]



SE Asia Extended Shelf Life Branded Milk: Sales Volume



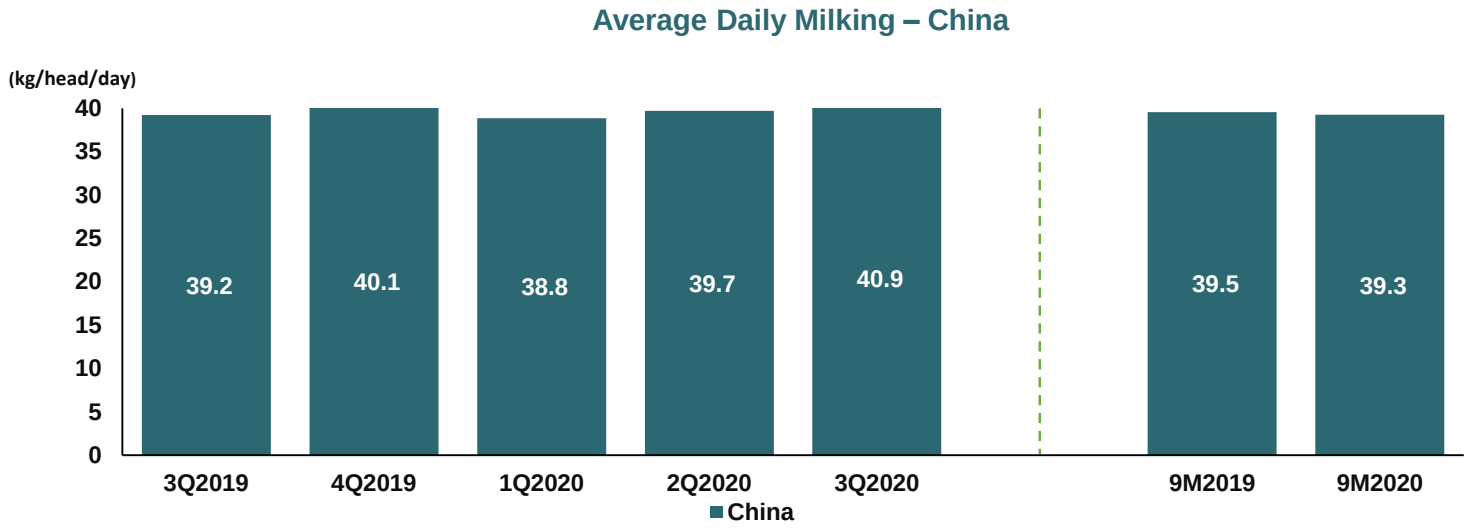
Milkable cows – SE Asia[1]

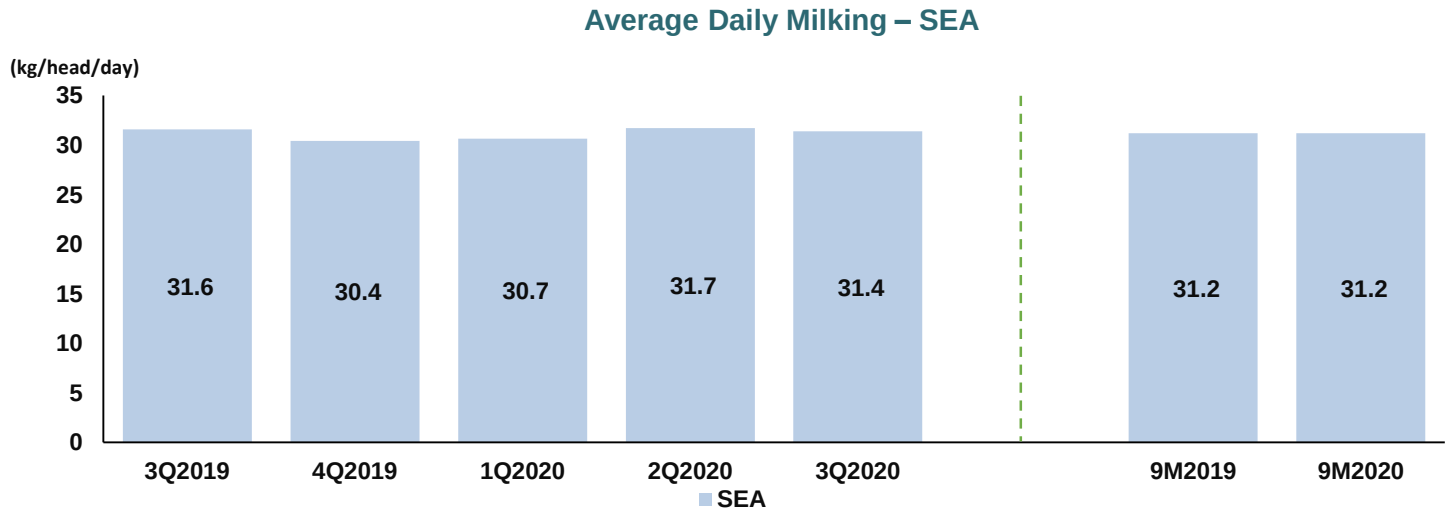


[1] Number of milkable cows as at the end of each quarter in question.

Note: Total dairy herd population (which includes heifers and calves) in China and Indonesia as at end of 3Q2020: 100,123 heads.

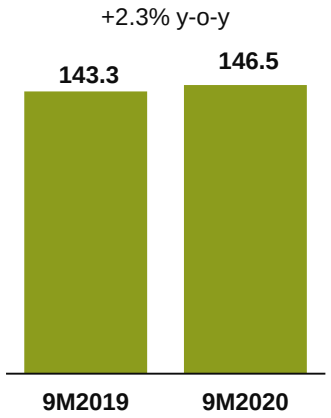
Dairy – Operational Performance



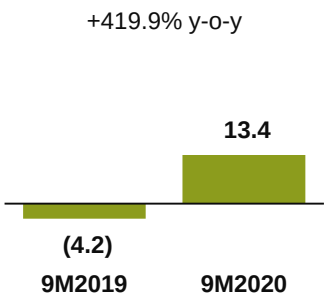


Consumer Food – Financial Performance

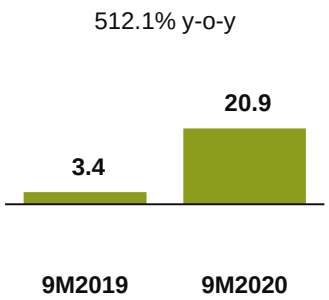
Revenue
US$ million



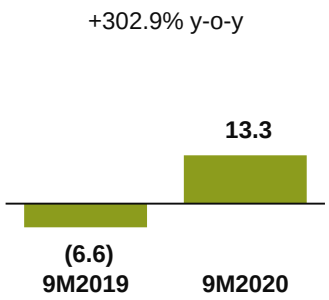
Operating Profit
US$ million



EBITDA
US$ million



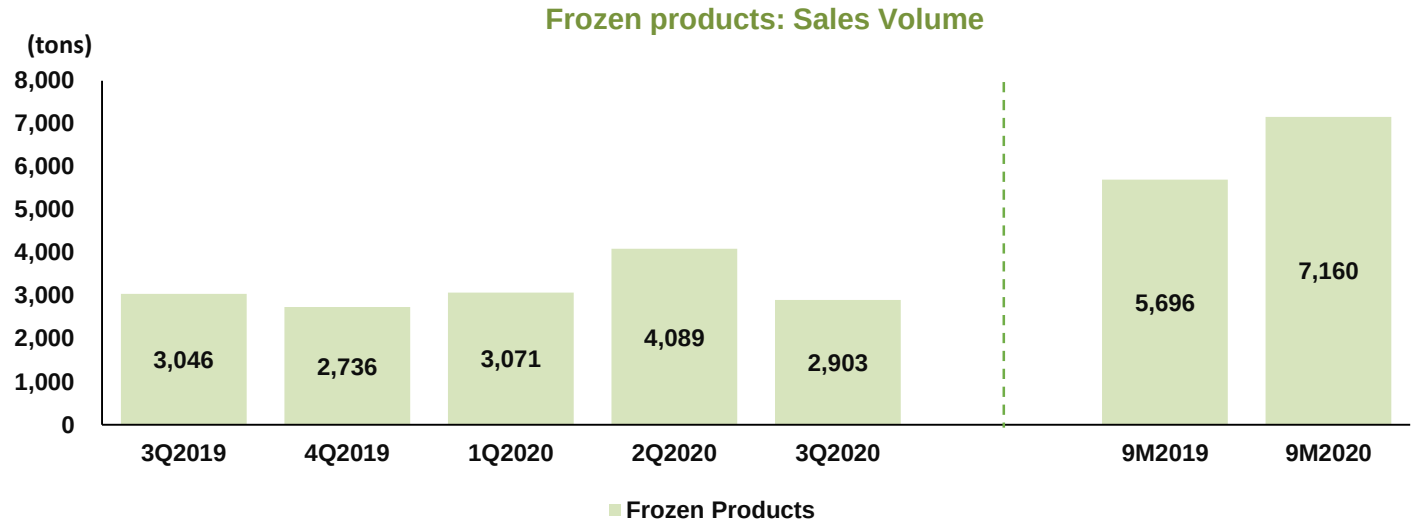
PAT
US$ million

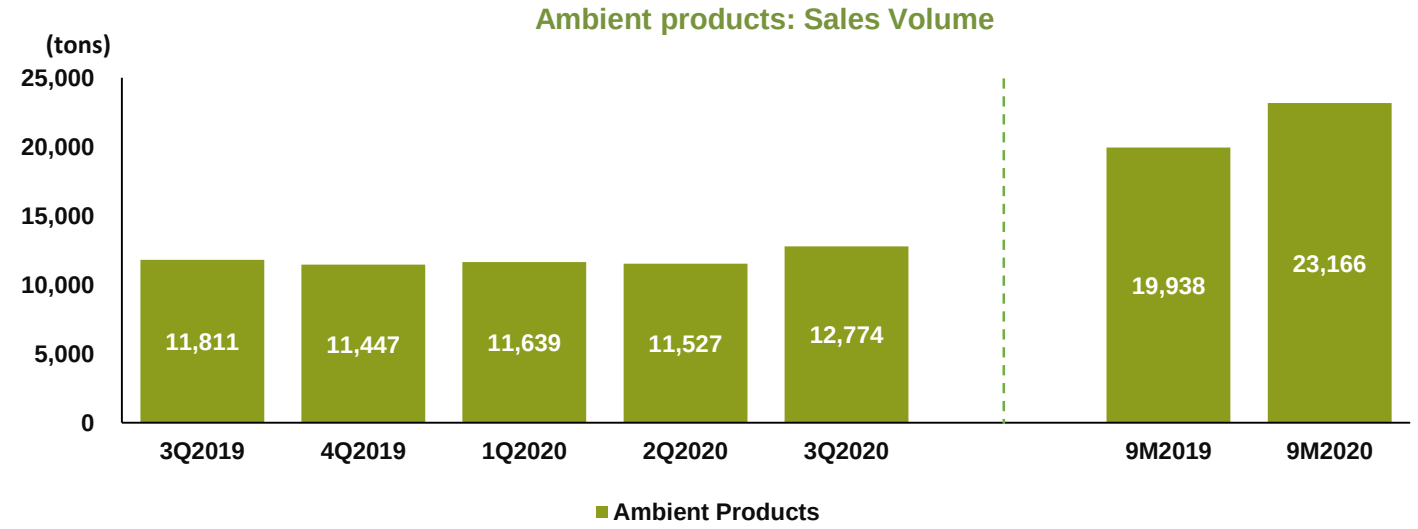


Frozen and ambient consumer food products drove higher revenue and profitability

- Movement restriction measures enforced by the Indonesian government in relation to Covid-19 influenced consumer patterns towards frozen foods
- Operating landscape for ambient sector remains competitive and the Group's dominant position continues to be contested
- Sales volumes in frozen and ambient products in 9M2020 have increased 14% compared to last year
- Profitability improved with higher sales volumes and lower chicken input costs

Consumer Food – Operational Performance





OTHER FINANCIAL HIGHLIGHTS



Other Financial Highlights

Balance Sheet Highlights (US$m)	As at 30 Sep 20	As at 31 Dec 19	% change
Total Assets	**3,489.7**	**3,310.4**	**5.4%**
Cash and cash equivalent	279.2	208.7	33.8%
Total Inventory	780.7	794.8	-1.8%
- Inventory (excluding fattening livestock)	*603.2*	*598.7*	***0.8%***
- Inventory - Fattening Livestock	*177.5*	*196.1*	***-9.5%***
Total Liabilities	**1,820.9**	**2,023.7**	**-10.0%**
Total Debt	1,336.2	1,482.4	-9.9%
- Loan and borrowings	*1,192.9*	*1,376.9*	*-13.4%*
- Lease liabilities [1]	*143.4*	*105.5*	*35.9%*
Total Equity	**1,668.8**	**1,286.7**	**29.7%**
Key Ratios			
Net Debt / Equity Ratio (x)	0.6	1.0	
Net Debt (w/o lease liabilities) / Equity Ratio (x)	0.5	0.9	
Inventory Turnover days[2]	96.5	93.0	
NAV per share (US$)	0.56	0.47	
NAV per share (S$)	*0.77*	*0.64*	

[1] The Group has adopted the new SFRS(I) 16 Leases, which took effect from 1 January 2019

[2] Inventory turnover days is calculated based on the total inventory

Net Debt Profile

	PT Japfa Tbk	Animal Protein Other	Dairy	Consumer Food	Others	Total
Bonds & other term loans	483[1]	17	147[2]	14		661
Working capital loans	280	84	24	6	138[3]	532
Total Debt	**763**	**101**	**170**	**20**	**138**[3]	**1,193**
Cash	147	82	34	2	14	279
Net Debt	**616**	**19**	**137**	**18**	**124**	**914**

Japfa Ltd on July 2020 has fully repaid the US$253m syndicated loan (acquisition loan) utilising the proceeds of 25% sale of its China dairy operations to Meiji. This has reduced total debt and gearing for the Group

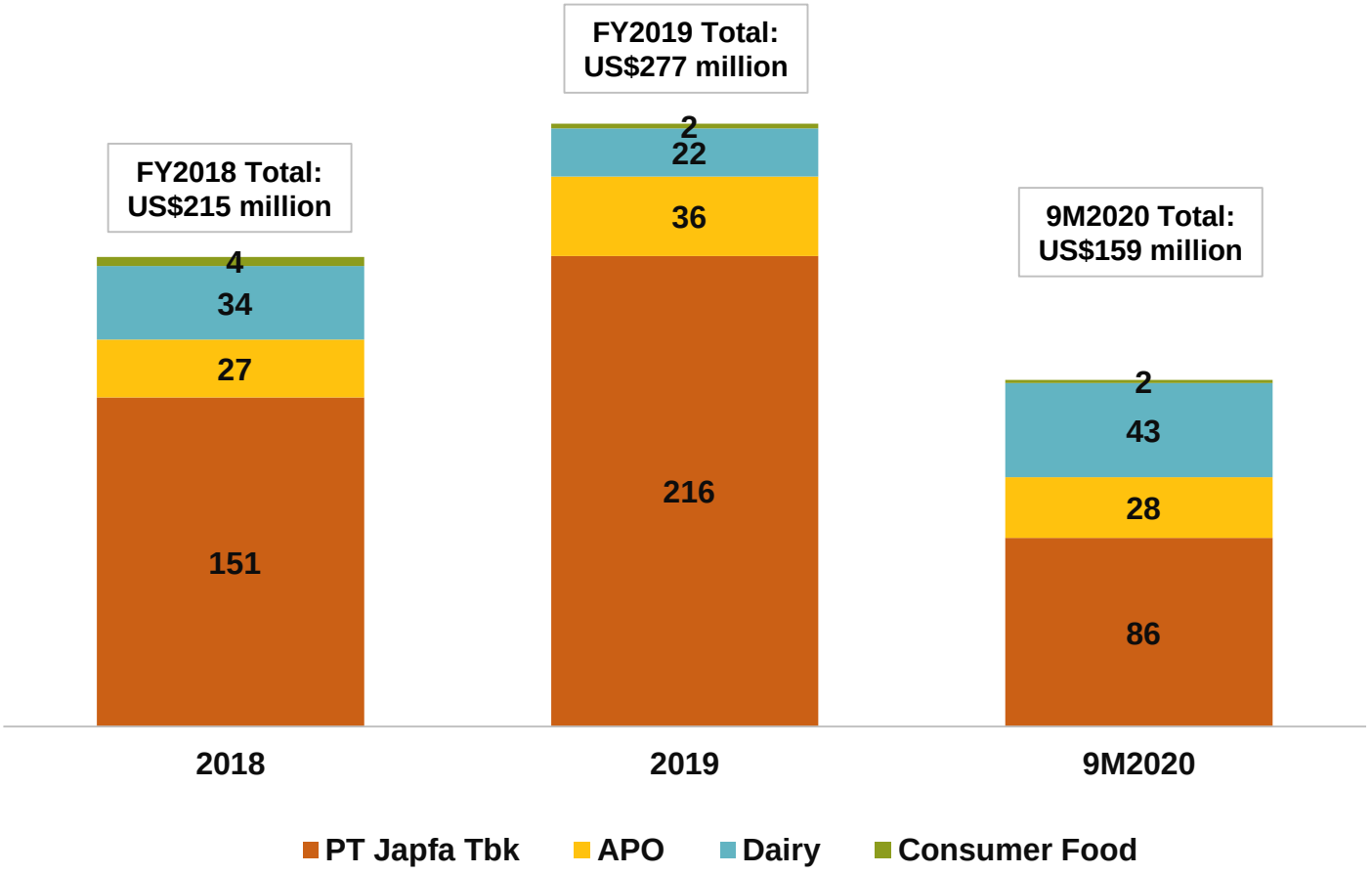
Additional information as of 30 September 2020:

1. *This comprises of USD and IDR bonds. The US$250 million bonds is fully hedged, covering principal and coupon payments up to USD/IDR 20,000 amid recent market volatility. All the hedge contracts cover up to the USD bond maturity in 2022.*
2. *This comprises of mainly USD and RMB loans. The USD loans of US$36 million are hedged against RMB and also hedged via interest rate swaps*
3. *Others refers to the debt and cash of Japfa Ltd and its subsidiary Annona Pte Ltd. The debt of Annona Pte Ltd (the central purchasing subsidiary in Singapore) of US$64 million is for working capital purposes, costs of which are fully charged out to its customers*

JAPFA

Note:
Net Debt Profile above excludes lease liabilities of US$143m

Capex FY2018 – 9M2020



The chart above refers to capital expenditure for new property, plant and equipment as well as maintenance capex

Covid-19 Update



Covid-19 Impact on Operations and Supply Chain

- With the Covid-19 outbreak, continuity of food supply has been a major concern of most people. As Japfa supplies about 20-25% of animal protein foods[1] in many countries where we operate, we are playing an essential role in maintaining supply of staple foods in these unprecedented times
- In providing an essential service which is supported by respective governments, our supply chains and logistics have not been significantly disrupted by movement restrictions
- As a result, our day-to-day operations and supply chains have not been materially impacted by Covid-19

We have been able to continue to produce safe and affordable proteins even during Covid-19 on the strength of our three key strategies:

Industrialised Business Model

Diversification Across 5 Proteins, 5 Countries

Prudent Growth

1. Indonesia: 24% Poultry Feed Production (Frost & Sullivan 2015); 29% DOC production (as per Company's on estimates)
   Vietnam: 20% DOC production (as per Company's own estimates)
   Myanmar: 27% Poultry Feed Production and 26% DOC production (as per Company's own estimates)

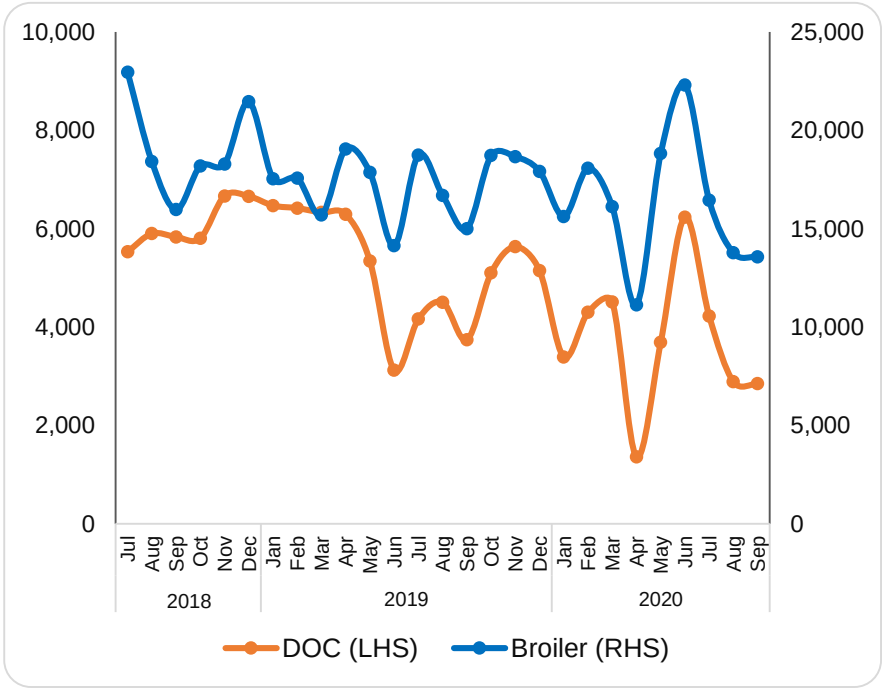
Covid-19 Impact on Demand

While our operations and supply chain have not thus far been materially impacted, the demand has been affected as a consequence of the weakened economy and reduced purchasing power.

Poultry Indonesia

- Although Ramadan is typically expected to drive demand for poultry, this year the Covid-19 situation has negatively impacted demand
- In April 2020, broiler and DOC[2] prices dropped to one of the lowest levels since Japfa Ltd IPO in 2014. This was likely due to an industry oversupply in anticipation of Ramadan coupled with a lower demand due to Covid-19. This widened the demand-supply gap causing prices to drop dramatically in April
- As the demand and supply imbalance persists in the market, broiler and DOC prices have remained volatile
- Recent culling initiatives in 3Q2020 are expected to help stabilise poultry prices

Average Monthly Prices of Broiler & DOC[1]



- As the effects of Covid-19 are still unfolding in Indonesia, it is likely that purchasing power and hence demand for poultry will continue to reduce over the next few months
- However, as we mainly supply chicken, which is a staple and affordable protein food, hopefully the impact will be short-lived. We believe that we are well placed to manage the situation due to our experience, scale and industrialised approach

1. Average monthly prices of West Java, based on market data collected by the Company
   Broiler prices refer to prices of live birds in the weight range of 1.6 kg to 1.8 kg. LHS and RHS refer to IDR price per bird.
2. DOC refers to day-old-chicks.

Covid-19 Impact on Demand

- **Dairy China**: We see a recovery in the demand for raw milk and we believe that there should not be a major impact over the medium and long-term. With the general shortage of raw milk in China, as an independent raw milk producer, we are poised to benefit in future.
- **Swine Vietnam**: The Covid-19 situation appears to be relatively under control. Demand for pork is relatively stable as a consequence of the substantial drop in pork supply due to African Swine Fever ("ASF") and pork prices remain strong. We have minimised the adverse effect of ASF through strict biosecurity protocols, and replenished our swine breeding stock faster than most competitors, thus setting a strong base for the future growth.

The performance of Japfa is mainly driven by the above mentioned key three pillars: Poultry Indonesia, Dairy China and Swine Vietnam.

Our two key pillars Swine Vietnam and Dairy China have delivered strong results that more than offset the weaker performance of Poultry Indonesia in 2Q2020 and 3Q2020.

However, as this outbreak is an unprecedented event, the impact going forward cannot be reliably estimated with certainty. The Group continues to keep a close watch on the evolving situation

LATEST DEVELOPMENTS



Reorganisation of PT So Good Food

- On 28 August 2020, Jupiter Foods Pte Ltd (“JFS”), a wholly-owned subsidiary of Japfa Ltd, entered into a Sale and Purchase Agreement for the sale of PT So Good Food (“SGF”) to PT Japfa Tbk. The transaction will close on or about 30 November 2020
- The consideration of IDR1,214 billion (approx. US$82.6 million) will be paid (i) IDR364.2 billion in cash at completion and (ii) IDR 849.4 billion by way of a promissory note issued by PT Japfa Tbk to JFS. The promissory note is payable on demand and bears interest at JIBOR +2.25% per annum from 16 April 2021 until the date of payment in full
- This transfer will integrate PT Japfa Tbk’s upstream poultry feed and breeding businesses and its midstream commercial poultry farming business with SGF’s downstream branded consumer food business. This vertical integration will leverage synergies within Indonesia and incorporate the strong branding of SGF products which are well known to Indonesian consumers
- The transaction is in line with the Company’s strategy of using vertical integration within each country “to produce locally and consume locally”. This is consistent with the global trend towards self sufficiency in staple foods; a trend accelerated by the Covid-19 pandemic

Collaboration with Hendrix Genetics

Hendrix Genetics is a leading multi-species international breeding company.

Aquaculture Joint Venture – Indonesia

- On 9 October 2020, the aquaculture division of PT Japfa Tbk entered into a joint venture agreement with the aquaculture breeding division of Hendrix Genetics (a leading supplier of specific-pathogen-free, genetically-enhanced shrimp broodstock) to establish a shrimp Broodstock Multiplication Centre (“BMC”) in Indonesia
- This BMC targets to supply high quality shrimp broodstock domestically to the Indonesian shrimp industry, in line with the Indonesia’s vision to grow its local shrimp production

Swine Joint Venture – Vietnam

- Japfa APO-Vietnam has partnered with Hypor since 2011 in a Great Grand Parent swine breeding farm. Hypor is the swine breeding division of Hendrix Genetics
- In 2020, APO-Vietnam imported highly selected pure line breeders from Hypor as part of a 3-year plan to enhance performance and swine genetics

Developments in 2020 - China Dairy

Strategic Partnership with Meiji

- The sale of 25% of our China dairy operations (“AIH”) was completed on 3 July 2020 for a total cash consideration of US$254.4m.
- Post completion, Japfa remains the single largest shareholder with a 75% shareholding and continues to control and manage its farming operations in China
- The 5-year rolling-basis contract to supply raw milk to Meiji will provide a stable revenue stream and help to diversify customer base for our raw milk
- This strategic, synergistic partnership with Meiji, one of our growing dairy customers, will support AIH to grow into the largest independent raw milk producer in China
- Based on this transaction, the implied valuation of our upstream dairy business in China is more than US$1bn. This does not include our Greenfields branding and downstream operations in SEA
- The proceeds of this transaction have strengthened the Group’s balance sheet and lowered gearing.
- A US$117.0 million pre-tax gain was made from this transaction. This gain is not reflected in the Group’s income statement and is instead reflected as an increase in the Group’s reserves contributing to an increase in NTA per share of US$0.06 in the Group.

Expansion of China Dairy Operations

- Construction of a new dairy farm in Chifeng, Inner Mongolia: Farm 8 in progress
- China is implementing a self-sufficiency strategy in key staple foods, including milk
- The demand for healthy and quality dairy products is growing in China

APPENDIX



Agri-food Business Cyclicality

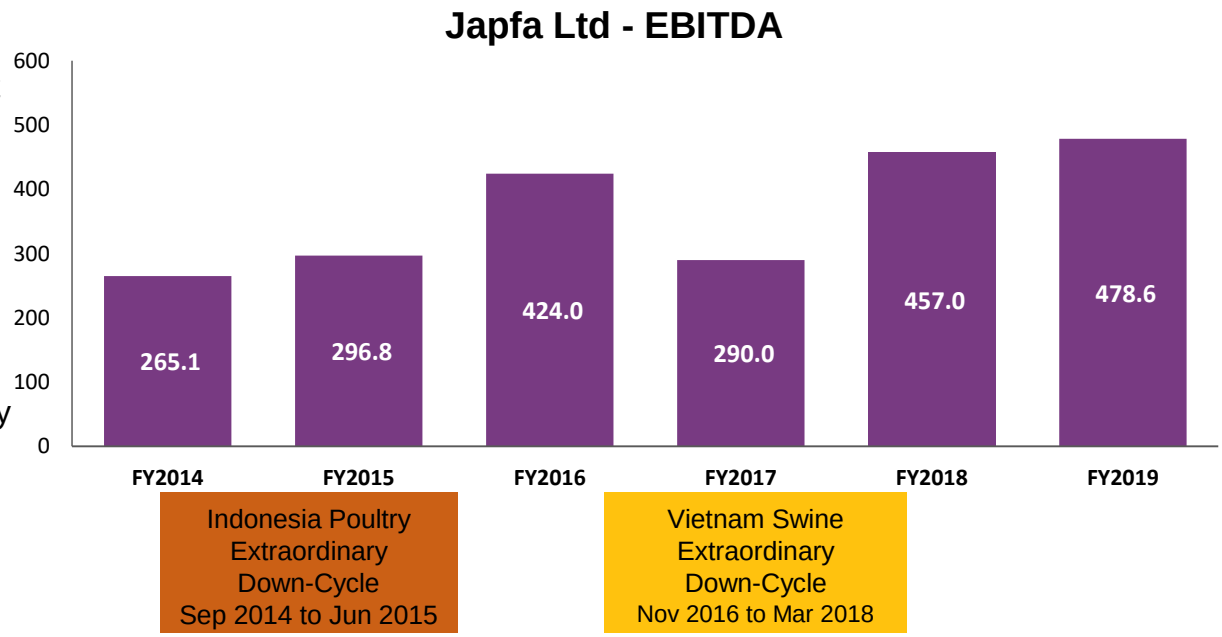
- The agri-food business is inevitably subject to cyclicality which impacts revenue and profitability. Cyclicality is dependent on a variety of external factors which are beyond the Group's control including the seasonality of harvests and festivals, as well as macroeconomic factors that affect purchasing power, and government policies
- Japfa focuses on being one of the most efficient animal protein producers in each of the countries in which it operates
  - Efficiency is achieved from Japfa's large-scale operations, use of technology to raise productivity, and being one of the lowest cost producers in the region
- Diversification across 5 proteins and 5 countries cushions the Group against cyclicality in any one market or protein group

By being one of the most efficient and lowest cost producers, Japfa is able to ride through agri-business cyclicality

Japfa Ltd has gone through 2 recent major down-cycles:

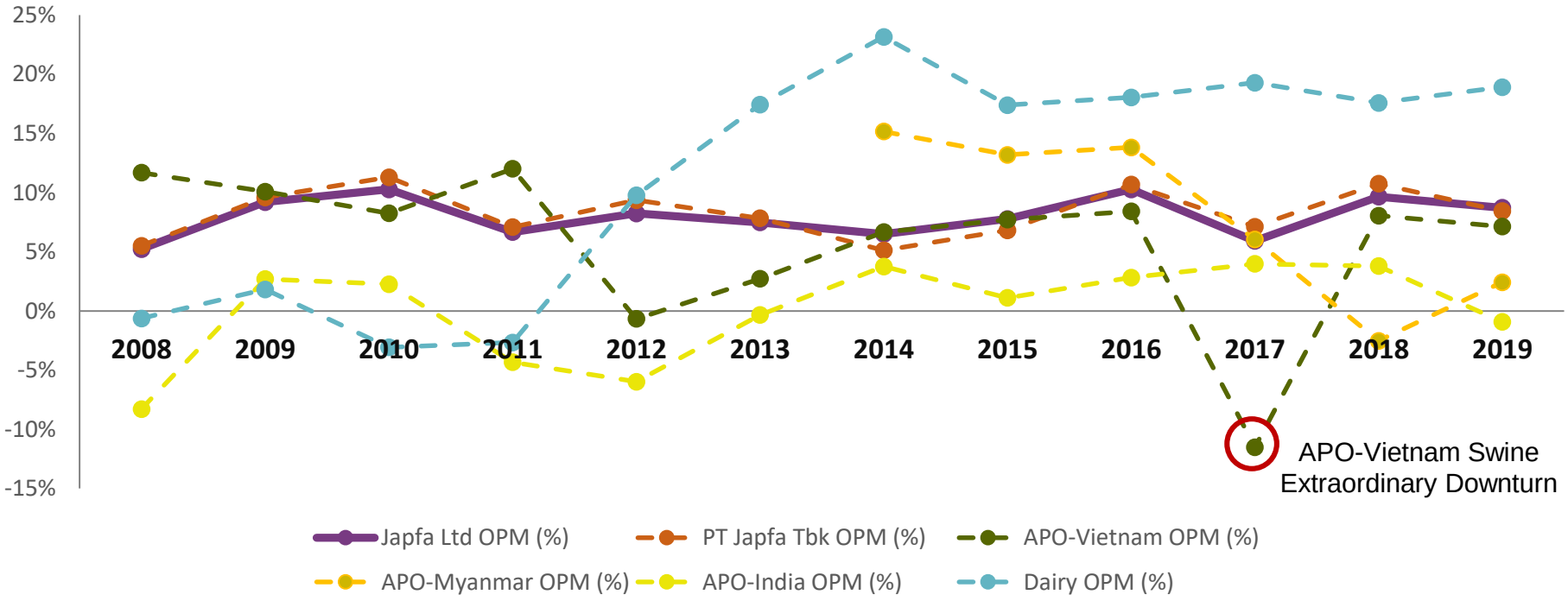
1. Indonesia Poultry
2. Vietnam Swine

Despite these major down-cycles, Japfa Ltd managed to deliver healthy EBITDA each year



Diversification Smoothens Agri-business Cyclicality

Operating Profit Margin FY2008-FY2019



- Agri-food business is subject to cyclicality which impacts revenue and profitability. Cyclicality is dependent on a variety of external factors which are beyond the Group's control (seasonality of harvest and festivals, macroeconomic factors that affect purchasing power and government policies)
- Diversification evens out the impact of cyclicality in any one market or protein group

Note: OPM refers to Operating Profit Margin

Segment Information – 9M2020

JAPFA	YTD SEP Y2020						
	ANIMAL PROTEIN			DAIRY	CONSUMER FOOD	OTHERS	TOTAL
	TBK	AP Other	Total				
External Revenue	1,658.8	572.4	2,231.2	391.0	145.8	0.7	**2,768.8**
Inter Segment Sales	31.4	0.0	31.4	0.0	0.7	(32.2)	**(0.0)**
TOTAL REVENUE	**1,690.3**	**572.4**	**2,262.7**	**391.0**	**146.5**	**(31.4)**	**2,768.8**
OPERATING PROFIT	**65.2**	**78.9**	**144.1**	**80.5**	**13.4**	**(1.2)**	**236.8**
% to sales	*3.9%*	*13.8%*	*6.4%*	*20.6%*	*9.1%*	*3.9%*	*8.6%*
EBITDA	**125.7**	**99.7**	**225.4**	**113.6**	**20.9**	**2.5**	**362.4**
	7.4%	*17.4%*	*10.0%*	*29.1%*	*14.3%*	*-8.0%*	*13.1%*
Depreciation & Amortization	(61.6)	(20.1)	(81.8)	(18.1)	(6.0)	(0.5)	**(106.4)**
Net Interest Expense	(40.2)	(7.9)	(48.0)	(13.9)	(2.0)	(14.3)	**(78.3)**
PBT before Forex & Bio-Asset & Derivative related to Fo	**23.9**	**71.7**	**95.6**	**81.5**	**12.8**	**(12.3)**	**177.7**
Forex Gain(loss)	1.3	2.0	3.3	(2.6)	0.4	(0.0)	**1.0**
Fair Value Gain(Loss) Derivative for forex hedging	0.0	0.0	0.0	1.0	0.0	0.0	**1.0**
Fair Value Gain(Loss) Bio A	0.1	4.3	4.4	(18.3)	0.0	0.0	**(14.0)**
PBT	**25.3**	**78.0**	**103.3**	**61.6**	**13.2**	**(12.3)**	**165.7**
Tax	(8.7)	(8.2)	(16.9)	(2.3)	0.1	0.2	**(18.8)**
PAT	16.6	69.8	86.4	59.3	13.3	(12.1)	**146.9**
PAT w/o Bio A	16.9	66.4	83.2	77.7	13.3	(12.1)	**162.2**
% ownership	*53.5%*	*100.0%*		*100.0%*	*100.0%*	*100.0%*	
PATMI	7.1	69.4	76.5	52.2	13.3	(12.1)	**130.0**
Core PATMI	7.3	65.9	73.2	68.8	13.3	(14.9)	**140.5**
Core PATMI w/o Forex	6.6	63.9	70.5	71.6	13.0	(14.3)	**140.8**

Notes:

- *Animal Protein – PT Japfa Tbk refers to animal protein operations through IDX-listed PT Japfa Comfeed Indonesia Tbk ("PT Japfa Tbk").*
- *Animal Protein – Other (APO) refers to the animal protein operations in Vietnam, India, and Myanmar.*
- *Dairy refers to the dairy farming business in China and the dairy downstream business in Southeast Asia.*
- *Consumer Food refers to the operation in Indonesia.*
- *Others include corporate office, central purchasing office in Singapore and consolidation adjustments between segments, including elimination of dividends received by Japfa Ltd from subsidiaries.*
- *We define **"EBITDA"** as profit before tax, excluding interest income, finance costs, depreciation and amortisation expenses. We also exclude a) foreign exchange adjustments gains/(losses), b) changes in fair value of derivatives relating to foreign exchange hedging, and c) fair value of biological assets, other than gains/(losses) from the sale of beef in China.*
- *We derived **Core PATMI** from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding a) changes in fair value of biological assets (net of tax), other than gains/(losses) from the sale of beef in China, b) changes in fair value of derivatives, and c) any extraordinary items, attributable to the owners of the parent.*
- *"**Core PATMI w/o Forex**" is an estimate derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. We have not made an estimate of the tax impact on foreign exchange gains/losses. This is because the majority of the gains/losses are unrealised and arise from the translation of USD bonds in PT Japfa Tbk and USD loans in Dairy, which have no tax implication.*

Segment Information – 9M2019

JAPFA	YTD SEP Y2019						
	ANIMAL PROTEIN			DAIRY	CONSUMER FOOD	OTHERS	TOTAL
	TBK	AP Other	Total				
External Revenue	1,883.5	472.7	2,356.2	335.1	142.9	4.3	**2,838.4**
Inter Segment Sales	32.0	8.9	40.8	8.4	0.4	(49.7)	**(0.0)**
TOTAL REVENUE	**1,915.4**	**481.6**	**2,397.0**	**343.5**	**143.3**	**(45.4)**	**2,838.4**
OPERATING PROFIT	**130.6**	**6.8**	**137.4**	**55.9**	**(4.2)**	**(4.7)**	**184.4**
% to sales	*6.8%*	*1.4%*	*5.7%*	*16.3%*	*-2.9%*	*10.4%*	*6.5%*
EBITDA	**184.5**	**27.1**	**211.7**	**82.3**	**3.4**	**(7.0)**	**290.3**
	9.6%	*5.6%*	*8.8%*	*23.9%*	*2.4%*	*15.5%*	*10.2%*
Depreciation & Amortization	(51.3)	(20.0)	(71.3)	(24.5)	(6.6)	(0.5)	**(102.9)**
Net Interest Expense	(37.7)	(6.8)	(44.5)	(13.8)	(3.5)	(14.4)	**(76.2)**
PBT before Forex & Bio-Asset & Derivative related to Fo	**95.6**	**0.3**	**95.9**	**44.0**	**(6.7)**	**(22.0)**	**111.3**
Forex Gain(loss)	7.4	0.4	7.8	(4.5)	(0.1)	0.1	**3.3**
Fair Value Gain(Loss) Derivative for forex hedging	4.1	0.0	4.1	4.8	0.0	(0.0)	8.9
Fair Value Gain(Loss) Bio A	(0.1)	(1.5)	(1.6)	(25.5)	0.0	0.0	**(27.2)**
PBT	**107.1**	**(0.8)**	**106.2**	**18.7**	**(6.8)**	**(21.9)**	**96.3**
Tax	(29.2)	0.0	(29.2)	(1.0)	0.2	(3.0)	**(33.0)**
PAT	77.9	(0.8)	77.1	17.7	(6.6)	(24.9)	**63.3**
PAT w/o Bio A	78.0	0.4	78.4	43.3	(6.6)	(24.9)	**90.3**
% ownership	*52.4%*	*100.0%*		*100.0%*	*100.0%*	*100.0%*	
PATMI	36.7	(0.5)	36.2	17.7	(6.6)	(24.9)	**22.4**
Core PATMI	34.7	0.7	35.3	40.6	(6.6)	(22.0)	**47.3**
Core PATMI w/o Forex	30.8	0.2	31.0	45.1	(6.5)	(22.1)	**47.5**

Notes:

- *Animal Protein – PT Japfa Tbk refers to animal protein operations through IDX-listed PT Japfa Comfeed Indonesia Tbk ("PT Japfa Tbk").*
- *Animal Protein – Other (APO) refers to the animal protein operations in Vietnam, India, and Myanmar.*
- *Dairy refers to the dairy farming business in China and the dairy downstream business in Southeast Asia.*
- *Consumer Food refers to the operation in Indonesia.*
- *Others include corporate office, central purchasing office in Singapore and consolidation adjustments between segments, including elimination of dividends received by Japfa Ltd from subsidiaries.*
- *We define **"EBITDA"** as profit before tax, excluding interest income, finance costs, depreciation and amortisation expenses. We also exclude a) foreign exchange adjustments gains/(losses), b) changes in fair value of derivatives relating to foreign exchange hedging, and c) fair value of biological assets, other than gains/(losses) from the sale of beef in China.*
- *We derived **Core PATMI** from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding a) changes in fair value of biological assets (net of tax), other than gains/(losses) from the sale of beef in China, b) changes in fair value of derivatives, and c) any extraordinary items, attributable to the owners of the parent.*
- *"**Core PATMI w/o Forex**" is an estimate derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. We have not made an estimate of the tax impact on foreign exchange gains/losses. This is because the majority of the gains/losses are unrealised and arise from the translation of USD bonds in PT Japfa Tbk and USD loans in Dairy, which have no tax implication.*

Segment Information – 3Q2020

JAPFA	3Q Y2020						
	ANIMAL PROTEIN			DAIRY	CONSUMER FOOD	OTHERS	TOTAL
	TBK	AP Other	Total				
External Revenue	533.2	207.8	740.9	146.5	48.0	0.0	**935.5**
Inter Segment Sales	11.0	0.0	11.0	0.0	0.3	(11.2)	**(0.0)**
TOTAL REVENUE	**544.1**	**207.8**	**751.9**	**146.5**	**48.3**	**(11.2)**	**935.5**
GROSS PROFIT	89.8	45.0	**134.8**	51.2	17.1	3.7	**206.8**
	16.5%	*21.6%*	*17.9%*	*35.0%*	*35.4%*	*-33.1%*	*22.1%*
OPERATING PROFIT	21.5	31.5	**53.0**	34.0	4.6	(1.4)	**90.2**
% to sales	*4.0%*	*15.2%*	*7.1%*	*23.2%*	*9.5%*	*12.3%*	*9.6%*
EBITDA	**45.3**	**38.5**	**83.8**	**47.3**	**7.2**	**3.2**	**141.6**
	8.3%	*18.5%*	*11.1%*	*32.3%*	*14.9%*	*-28.7%*	*15.1%*
Depreciation & Amortization	(21.6)	(7.0)	(28.6)	(6.3)	(2.0)	(0.2)	**(37.1)**
Net Interest Expense	(14.5)	(2.6)	(17.1)	(5.0)	(0.5)	(6.2)	**(28.9)**
PBT before Forex & Bio-Asset & Derivative related to Fo	**9.3**	**28.9**	**38.1**	**36.0**	**4.7**	**(3.2)**	**75.6**
Forex Gain(loss)	1.1	1.1	2.2	0.5	0.1	(0.2)	**2.6**
Fair Value Gain(Loss) Derivative for forex hedging	0.0	0.0	0.0	(0.4)	0.0	0.0	**(0.4)**
Fair Value Gain(Loss) Bio A	1.0	(0.3)	0.7	(5.5)	0.0	0.0	**(4.7)**
PBT	**11.4**	**29.7**	**41.1**	**30.6**	**4.8**	**(3.4)**	**73.1**
Tax	(4.5)	(3.0)	(7.5)	(0.6)	0.0	(0.7)	**(8.8)**
PAT	6.9	26.6	33.6	30.0	4.8	(4.1)	**64.3**
PAT w/o Bio A	6.3	26.9	33.2	35.4	4.8	(4.1)	**69.4**
% ownership	*52.4%*	*100.0%*		*100.0%*	*100.0%*	*100.0%*	
PATMI	3.0	26.5	29.5	22.9	4.8	(4.1)	**53.1**
Core PATMI	2.7	26.8	29.4	26.9	4.8	(8.3)	**52.9**
Core PATMI w/o Forex	2.0	25.7	27.7	26.6	4.7	(7.7)	**51.3**

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Segment Information – 2Q2020

JAPFA	2Q Y2020						
	ANIMAL PROTEIN			DAIRY	CONSUMER FOOD	OTHERS	TOTAL
	TBK	AP Other	Total				
External Revenue	521.7	188.0	709.7	124.0	49.1	0.7	**883.4**
Inter Segment Sales	9.8	0.0	9.8	0.0	0.2	(10.0)	**0.0**
TOTAL REVENUE	**531.5**	**188.0**	**719.5**	**124.0**	**49.3**	**(9.3)**	**883.4**
GROSS PROFIT	**80.3**	**40.8**	**121.1**	**39.1**	**17.2**	**3.7**	**181.2**
	15.1%	*21.7%*	*16.8%*	*31.6%*	*35.0%*	*-40.2%*	*20.5%*
OPERATING PROFIT	**6.1**	**28.8**	**34.9**	**22.9**	**5.5**	**(0.5)**	**62.9**
% to sales	*1.1%*	*15.3%*	*4.8%*	*18.5%*	*11.2%*	*5.0%*	*7.1%*
EBITDA	**23.7**	**35.4**	**59.1**	**33.1**	**8.1**	**0.1**	**100.4**
	4.5%	*18.9%*	*8.2%*	*26.7%*	*16.4%*	*-1.1%*	*11.4%*
Depreciation & Amortization	(20.6)	(6.7)	(27.3)	(5.9)	(2.0)	(0.2)	**(35.3)**
Net Interest Expense	(13.8)	(2.9)	(16.7)	(4.4)	(0.7)	(3.7)	**(25.5)**
PBT before Forex & Bio-Asset & Derivative related to Fo	**(10.7)**	**25.9**	**15.2**	**22.8**	**5.4**	**(3.8)**	**39.6**
Forex Gain(loss)	(5.9)	0.8	(5.1)	1.6	(0.9)	0.1	**(4.4)**
Fair Value Gain(Loss) Derivative for forex hedging	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Fair Value Gain(Loss) Bio A	0.1	5.4	5.5	(1.5)	0.0	0.0	**3.9**
PBT	**(16.4)**	**32.0**	**15.6**	**22.9**	**4.5**	**(3.7)**	**39.2**
Tax	2.6	(5.4)	(2.8)	(1.1)	0.8	(1.0)	**(4.1)**
PAT	(13.8)	26.6	12.8	21.8	5.3	(4.8)	**35.1**
PAT w/o Bio A	(13.9)	22.3	8.4	22.8	5.3	(4.8)	**31.7**
% ownership	*52.4%*	*100.0%*		*100.0%*	*100.0%*	*100.0%*	
PATMI	(7.3)	26.4	19.1	21.8	5.3	(4.8)	**41.4**
Core PATMI	(7.4)	22.1	14.7	22.7	5.3	(4.9)	**37.7**
Core PATMI w/o Forex	(4.3)	21.4	17.0	21.1	6.2	(4.7)	**39.6**

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Segment Information – 1Q2020

JAPFA	1Q Y2020						
	ANIMAL PROTEIN			DAIRY	CONSUMER FOOD	OTHERS	TOTAL
	TBK	AP Other	Total				
External Revenue	604.0	176.7	780.6	120.5	48.7	0.0	**949.9**
Inter Segment Sales	10.6	0.0	10.6	0.0	0.3	(10.9)	**(0.0)**
TOTAL REVENUE	**614.6**	**176.7**	**791.3**	**120.5**	**49.0**	**(10.9)**	**949.9**
GROSS PROFIT	**107.9**	**31.0**	**139.0**	**37.5**	**16.0**	**4.4**	**196.9**
	17.6%	*17.6%*	*17.6%*	*31.1%*	*32.7%*	*-40.0%*	*20.7%*
OPERATING PROFIT	**37.7**	**18.6**	**56.2**	**23.6**	**3.3**	**0.6**	**83.7**
% to sales	*6.1%*	*10.5%*	*7.1%*	*19.6%*	*6.7%*	*-5.7%*	*8.8%*
EBITDA	**56.7**	**25.7**	**82.5**	**33.1**	**5.6**	**(0.8)**	**120.4**
	9.2%	*14.6%*	*10.4%*	*27.5%*	*11.5%*	*7.5%*	*12.7%*
Depreciation & Amortization	(19.5)	(6.4)	(25.9)	(5.9)	(2.0)	(0.2)	**(34.0)**
Net Interest Expense	(11.9)	(2.4)	(14.3)	(4.5)	(0.9)	(4.4)	**(24.0)**
PBT before Forex & Bio-Asset & Derivative related to Fo	**25.4**	**16.9**	**42.3**	**22.7**	**2.8**	**(5.3)**	**62.4**
Forex Gain(loss)	6.0	0.1	6.1	(4.7)	1.2	0.1	**2.7**
Fair Value Gain(Loss) Derivative for forex hedging	0.0	0.0	0.0	1.4	0.0	0.0	**1.4**
Fair Value Gain(Loss) Bio A	(1.1)	(0.8)	(1.8)	(11.3)	0.0	0.0	**(13.2)**
PBT	**30.3**	**16.3**	**46.6**	**8.1**	**3.9**	**(5.2)**	**53.4**
Tax	(6.9)	0.2	(6.6)	(0.6)	(0.7)	2.0	**(5.9)**
PAT	23.4	16.6	40.0	7.6	3.2	(3.3)	**47.5**
PAT w/o Bio A	24.4	17.2	41.6	19.5	3.2	(3.3)	**61.1**
% ownership	*52.4%*	*100.0%*		*100.0%*	*100.0%*	*100.0%*	
PATMI	11.5	16.4	27.9	7.6	3.2	(3.3)	**35.5**
Core PATMI	12.0	17.0	29.0	19.3	3.2	(1.6)	**49.9**
Core PATMI w/o Forex	8.9	16.9	25.8	23.9	2.0	(1.8)	**49.9**

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Segment Information – 4Q2019

	4Q Y2019						
	ANIMAL PROTEIN			DAIRY	CONSUMER FOOD	OTHERS	TOTAL
	TBK	AP Other	Total				
External Revenue	671.4	208.7	880.1	124.0	47.2	0.7	**1,052.1**
Inter Segment Sales	10.5	1.8	12.3	3.9	0.2	(16.4)	**(0.0)**
TOTAL REVENUE	**681.9**	**210.5**	**892.4**	**127.9**	**47.4**	**(15.7)**	**1,052.1**
GROSS PROFIT	**171.2**	**48.7**	**219.9**	**48.1**	**12.5**	**1.7**	**282.2**
	25.1%	*23.2%*	*24.6%*	*37.6%*	*26.3%*	*-10.8%*	*26.8%*
OPERATING PROFIT	**88.4**	**32.8**	**121.2**	**33.2**	**(1.5)**	**1.7**	**154.6**
% to sales	*13.0%*	*15.6%*	*13.6%*	*26.0%*	*-3.3%*	*-10.9%*	*14.7%*
EBITDA	**106.8**	**36.7**	**143.6**	**41.1**	**1.3**	**2.3**	**188.3**
	15.7%	*17.5%*	*16.1%*	*32.1%*	*2.7%*	*-14.9%*	*17.9%*
Depreciation & Amortization	(20.9)	(3.9)	(24.8)	(8.4)	(2.0)	(0.2)	**(35.4)**
Net Interest Expense	(14.3)	(3.6)	(17.9)	(4.1)	(1.1)	(5.2)	**(28.2)**
PBT before Forex & Bio-Asset & Derivative related to Fo	**71.6**	**29.2**	**100.9**	**28.6**	**(1.8)**	**(3.0)**	**124.7**
Forex Gain(loss)	4.3	0.6	4.8	1.4	(0.2)	0.0	**6.1**
Fair Value Gain(Loss) Derivative for forex hedging	(7.0)	0.0	(7.0)	(2.2)	0.0	0.0	**(9.3)**
Fair Value Gain(Loss) Bio A	(0.1)	14.7	14.6	14.6	0.0	0.0	**29.2**
PBT	**68.8**	**44.5**	**113.3**	**42.4**	**(1.9)**	**(3.0)**	**150.8**
Tax	(19.6)	(1.6)	(21.3)	(4.8)	(1.0)	(2.4)	**(29.4)**
PAT	49.2	42.8	92.0	37.6	(2.9)	(5.4)	**121.3**
PAT w/o Bio A	49.2	29.8	78.9	23.8	(2.9)	(5.4)	**94.4**
% ownership	*51.0%*	*100.0%*		*61.9%*	*100.0%*	*100.0%*	
PATMI	25.5	42.7	68.2	37.6	(2.9)	(5.4)	**97.5**
Core PATMI	29.2	29.7	58.8	26.0	(2.9)	(5.7)	**76.2**
Core PATMI w/o Forex	26.9	29.1	56.0	24.6	(2.8)	(5.7)	**72.1**

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Segment Information – 3Q2019

JAPFA	3Q Y2019						
	ANIMAL PROTEIN			DAIRY	CONSUMER FOOD	OTHERS	TOTAL
	TBK	AP Other	Total				
External Revenue	619.0	163.1	782.1	119.0	50.2	0.9	**952.2**
Inter Segment Sales	11.9	6.2	18.1	3.8	0.2	(22.0)	**0.0**
TOTAL REVENUE	**630.8**	**169.3**	**800.1**	**122.7**	**50.4**	**(21.1)**	**952.2**
GROSS PROFIT	**99.1**	**5.6**	**104.6**	**39.7**	**15.0**	**3.8**	**163.1**
	14.5%	*3.3%*	*13.1%*	*32.3%*	*29.8%*	*-17.8%*	*17.1%*
OPERATING PROFIT	**29.8**	**(3.6)**	**26.2**	**22.1**	**1.3**	**(1.5)**	**48.1**
% to sales	*4.7%*	*-2.1%*	*3.3%*	*18.0%*	*2.6%*	*7.0%*	*5.1%*
EBITDA	**50.4**	**4.1**	**54.5**	**31.0**	**3.5**	**(1.2)**	**87.8**
	8.0%	*2.4%*	*6.8%*	*25.2%*	*7.0%*	*5.8%*	*9.2%*
Depreciation & Amortization	(17.8)	(7.8)	(25.7)	(8.2)	(2.1)	(0.2)	**(36.1)**
Net Interest Expense	(14.5)	(2.5)	(17.0)	(4.6)	(1.1)	(4.9)	**(27.6)**
PBT before Forex & Bio-Asset & Derivative related to Fo	**18.0**	**(6.2)**	**11.8**	**18.2**	**0.3**	**(6.3)**	**24.1**
Forex Gain(loss)	(0.6)	0.1	(0.4)	(3.9)	0.2	(0.0)	**(4.2)**
Fair Value Gain(Loss) Derivative for forex hedging	4.9	0.0	4.9	4.2	0.0	0.0	**9.2**
Fair Value Gain(Loss) Bio A	(1.0)	4.2	3.2	(7.3)	0.0	0.0	**(4.1)**
PBT	**21.4**	**(1.9)**	**19.5**	**11.2**	**0.5**	**(6.4)**	**24.9**
Tax	(6.8)	(0.5)	(7.3)	(0.6)	0.1	(0.3)	**(8.1)**
PAT	14.6	(2.4)	12.2	10.7	0.6	(6.7)	**16.7**
PAT w/o Bio A	15.7	(5.7)	10.0	18.4	0.6	(6.7)	**22.2**
% ownership	*51.0%*	*100.0%*		*61.9%*	*100.0%*	*100.0%*	
PATMI	7.3	(2.2)	5.1	10.7	0.6	(6.7)	**9.6**
Core PATMI	5.3	(5.6)	(0.2)	14.3	0.6	(6.8)	**7.9**
Core PATMI w/o Forex	5.6	(5.7)	(0.1)	18.2	0.4	(6.8)	**11.8**

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Segment Information – FY2019

JAPFA	YTD DEC Y2019						
	ANIMAL PROTEIN			DAIRY	CONSUMER FOOD	OTHERS	TOTAL
	TBK	AP Other	Total				
External Revenue	2,554.9	681.4	3,236.3	459.1	190.1	5.0	**3,890.5**
Inter Segment Sales	42.4	10.7	53.1	12.4	0.6	(66.1)	**(0.0)**
TOTAL REVENUE	**2,597.4**	**692.0**	**3,289.4**	**471.5**	**190.7**	**(61.1)**	**3,890.5**
OPERATING PROFIT	**219.0**	**39.6**	**258.6**	**89.2**	**(5.7)**	**(3.0)**	**339.0**
% to sales	*8.4%*	*5.7%*	*7.9%*	*18.9%*	*-3.0%*	*4.9%*	*8.7%*
EBITDA	**291.4**	**63.9**	**355.3**	**123.3**	**4.7**	**(4.7)**	**478.6**
	11.2%	*9.2%*	*10.8%*	*26.2%*	*2.5%*	*7.7%*	*12.3%*
Depreciation & Amortization	(72.2)	(23.9)	(96.1)	(32.9)	(8.6)	(0.6)	**(138.2)**
Net Interest Expense	(51.9)	(10.4)	(62.4)	(17.9)	(4.6)	(19.6)	**(104.4)**
PBT before Forex & Bio-Asset & Derivative related to Fo	**167.3**	**29.5**	**196.8**	**72.6**	**(8.4)**	**(25.0)**	**236.0**
Forex Gain(loss)	11.7	1.0	12.7	(3.1)	(0.3)	0.1	**9.4**
Fair Value Gain(Loss) Derivative for forex hedging	(2.9)	0.0	(2.9)	2.5	0.0	(0.0)	(0.4)
Fair Value Gain(Loss) Bio A	(0.1)	13.2	13.0	(10.9)	0.0	0.0	**2.1**
PBT	**175.9**	**43.7**	**219.5**	**61.1**	**(8.7)**	**(24.9)**	**247.1**
Tax	(48.8)	(1.6)	(50.5)	(5.8)	(0.8)	(5.3)	**(62.4)**
PAT	127.0	42.0	169.1	55.3	(9.5)	(30.2)	**184.6**
PAT w/o Bio A	127.2	30.2	157.4	67.1	(9.5)	(30.2)	**184.7**
% ownership	*52.4%*	*100.0%*		*100.0%*	*100.0%*	*100.0%*	
PATMI	62.2	42.2	104.4	55.3	(9.5)	(30.2)	**120.0**
Core PATMI	63.8	30.3	94.2	66.6	(9.5)	(27.8)	**123.5**
Core PATMI w/o Forex	57.7	29.3	87.0	69.7	(9.3)	(27.8)	**119.7**

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- *We define **"EBITDA"** as profit before tax, excluding interest income, finance costs, depreciation and amortisation expenses. We also exclude a) foreign exchange adjustments gains/(losses), b) changes in fair value of derivatives relating to foreign exchange hedging, and c) fair value of biological assets, other than gains/(losses) from the sale of beef in China.*
- *We derived **Core PATMI** from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding a) changes in fair value of biological assets (net of tax), other than gains/(losses) from the sale of beef in China, b) changes in fair value of derivatives, and c) any extraordinary items, attributable to the owners of the parent.*
- *"**Core PATMI w/o Forex**" is an estimate derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. We have not made an estimate of the tax impact on foreign exchange gains/losses. This is because the majority of the gains/losses are unrealised and arise from the translation of USD bonds in PT Japfa Tbk and USD loans in Dairy, which have no tax implication.*

THANK YOU

IMPORTANT NOTICE: *This investor presentation is for information only and should not be relied upon to make any investment or divestment decision with respect to securities of the Japfa Group. Shareholders and potential investors are advised to seek independent advice in the making of any investment or divestment decision. Where this investor presentation includes opinions, judgements or forward-looking statements, these involve assumptions, risks and uncertainties that may or may not be realised. Any references to industry prices or price trends are Company estimates due to the absence of centralised public sources. Industry related data quoted has not been independently verified.*

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