# Japfa Ltd

## Investor Presentation
## FY2015 Financial Results




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# Agenda

1. Company Overview
2. Financial Highlights
3. Operational & Segmental Review
4. Growth Strategies

# Company Overview



# Leading Pan-Asian Industrialized Agri-Food Company



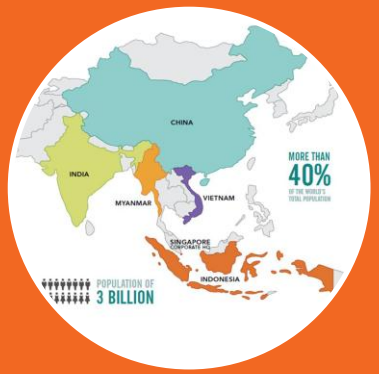

## WHAT WE DO

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




## WHERE WE ARE

We employ over 30,000 people across Singapore, Indonesia, China, Vietnam, India and Myanmar




## WHY WE DO IT

3 billion people living in our target markets

More than 40% of the world's total population

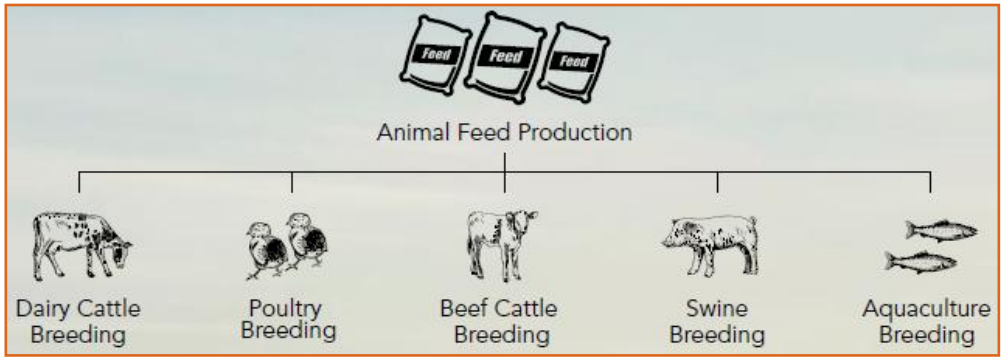
**A leading pan-Asian, industrialized agri-food company dedicated to feeding emerging Asia with essential proteins**

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# Vertically Integrated Business Across Entire Value Chain

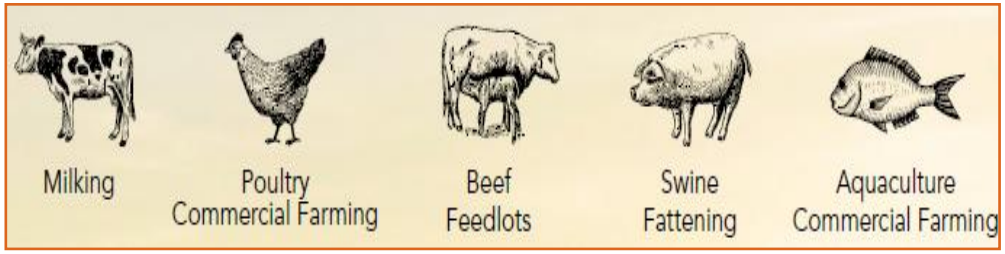
## HOW WE DO IT

Vertically Integrated Business Model




### UPSTREAM: Animal Feed & Breeding

- Produce quality animal feed on an industrial scale
- Use world class genetics supported by advanced farming technology to maximize efficiency in our breeding operations in dairy cattle, poultry, beef cattle, swine and aquaculture




### MIDSTREAM: Milking & Fattening

- Operate dairy milking parlours and commercial livestock fattening farms
- Achieve quality and productivity gains through a combination of superior livestock genetics, quality feed nutrition, and international bio-security standards




### DOWNSTREAM: Processing & Distribution

- Produce high quality consumer dairy, meat, and aquaculture products with traceability and food safety assurance across the entire supply chain

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# Core Competencies Across All Business Segments

## INDUSTRIALIZED APPROACH TO FARMING AND FOOD PRODUCTION

### 1 Large Scale

- Ability to manage mega-scale operations:
  - > 10,000 poultry commercial farms
  - > 600 million day-old-chicks ("DOCs")
  - 10 large scale dairy farms with more than 10,000 cattle per farm
- 30,000 employees across geographies

### 2 Technology and Genetics

- JVs with Aviagen and Hypor for superior breeding and genetics
- Advanced feed technology
- Combined with best farm management practices

### 3 Bio-security

- Best in class biosecurity means using stringent operating procedures
- In-house vaccine production firm PT Vaksindo

### 4 Standardization / Replication

- Replication of best practices and infrastructure design
- Replication of farm design model in dairy farms, DOC breeding farms, feedmills, etc.

**We are a market leader across multiple classes of protein foods, with an emphasis on milk, poultry and beef, complemented by growing businesses in swine and aquaculture.**

# FY2015
# Financial Highlights



# Key Highlights for FY2015

**Profitability for FY2015 improved year-on-year, across the board…**

| Revenue | Operating Profit | Operating Profit Margin |
|---|---|---|
| US$2.8 bn<br>-5.4% | US$216.6 m<br>+13.2% | 7.8%<br>+1.3 ppt |
| **EBITDA** | **Profit After Tax** | **Core PATMI w/o Forex** |
| US$297.5 m<br>+12.7% | US$91.8 m<br>+55.0% | US$88.6 m<br>+56.0% |

**… driven by better market conditions, diversification strategy and higher efficiencies**

- Animal feed business continues to be one of our core stable strengths
- PT Japfa Tbk's poultry business turned around in 2H 2015, mainly due to improvement in Indonesian's poultry market leading to better pricing environment
- Significant improvement in Vietnam's swine business
- Improvement in milk volume and yields helped offset lower milk prices

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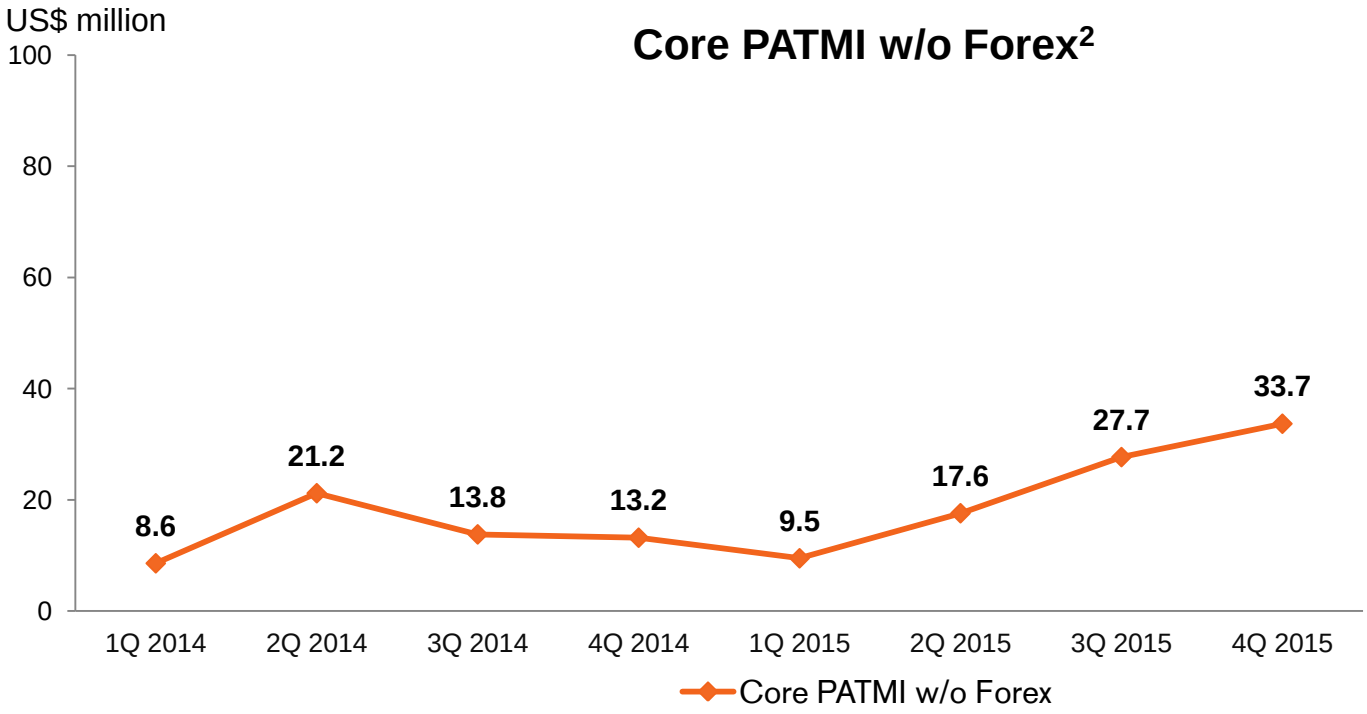
# FY2015 Financial Overview

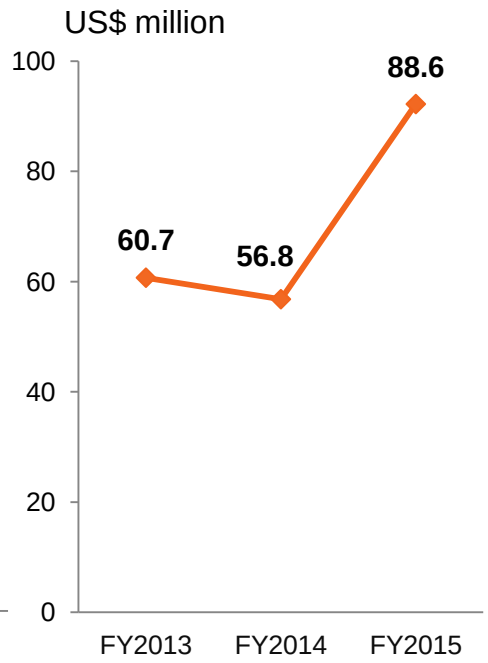
| 4Q / FY2015 Key Financial Highlights (US$m)<br>Income Statement | 4Q 2015 | 4Q 2014 | % change | FY2015 | FY2014 | % change |
|---|---|---|---|---|---|---|
| Revenue | 711.8 | 705.4 | +0.9% | 2,787.1 | 2,947.5 | -5.4% |
| Operating profit | 75.3 | 46.7 | +61.2% | 216.6 | 191.5 | +13.2% |
| *Operating profit margin* | *10.6%* | *6.6%* | *+4.0ppt* | *7.8%* | *6.5%* | *+1.3ppt* |
| EBITDA | 95.0 | 61.1 | +55.5% | 297.5 | 263.9 | +12.7% |
| PBT w/o Forex and Bio-Assets | 61.1 | 24.4 | +150.8% | 159.5 | 122.0 | +30.8% |
| PAT | 74.9 | -16.5 | +554.5% | 91.8 | 59.2 | +55.0% |
| **Core PATMI** | **36.9** | **10.4** | **+254.9%** | **64.0** | **51.8** | **+23.5%** |
| **Core PATMI w/o Forex** | **33.7** | **13.2** | **+155.4%** | **88.6** | **56.8** | **+56.0%** |

**Broad-based improvements in FY2015 profitability**

- Consolidated sales decreased 5.4% YoY mainly due to a 10% decline in sales at PT Japfa Tbk in USD terms (PT Japfa Tbk sales increased by 2% in Rupiah terms) which was compensated by increase in sales for Animal Protein Other and Dairy businesses
- Significant improvement in profitability was due to PT Japfa Tbk's poultry business turning around in 2H 2015. Poultry market in Indonesia has improved, resulting in better pricing environment for DOC and broiler. PT Japfa Tbk generated US$126.4m operating profit in FY2015, compared to US$105.3m in FY2014
- The Group's operating profit grew 13.2% to US$216.6m, while EBITDA grew 12.7% to US$297.5m
- The Rupiah exchange rate has declined by 12% from Rp12,410 as at 31 December 2014 to 13,858 as at 31 December 2015
- Even with the forex loss (US$42.0m), the Group's PAT improved 55.0% to US$91.8m
- FY2015 Core PATMI w/o Forex was US$88.6m, up by 56.0% from US$56.8m in FY2014

# Quarterly improvements leading to a strong FY2015




- Quarterly performance continued to improved year-on-year and sequentially
- 4Q 2015 Core PATMI w/o Forex is the highest over the published numbers
- FY2015 Core PATMI w/o Forex has increased by 56.0% compared to that of FY2014

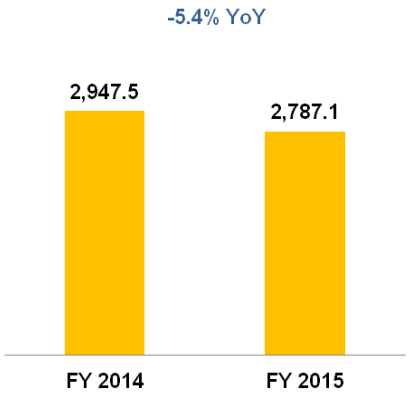
[1] We derived Core PATMI from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding changes in fair value of biological assets attributable to owners of the parent (net of tax), and excluded extraordinary items (attributable to owners of the parent, net of tax) namely, a one-off gain from the disposal of asset held for sale in 2Q 2014 and a gain from the buyback of USD bonds in PT Japfa Tbk in FY2015.

[2] "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. As the majority of the foreign exchange gains/losses are unrealised and arises from the translation of USD bonds in PT Japfa Tbk, which has no tax implication, we have not made an estimate of the tax impact on foreign exchange gains/losses.

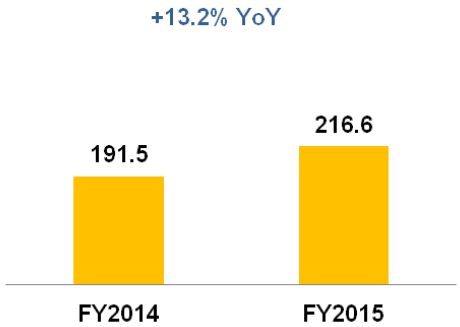
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# FY2015 Group Financials

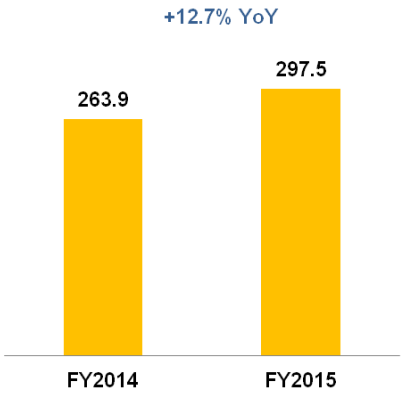
## Revenue
US$ million



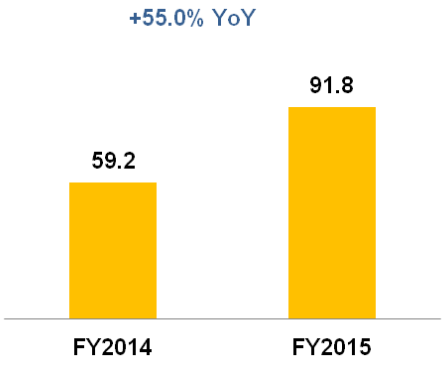

## Operating Profit
US$ million




## EBITDA
US$ million




## PAT
US$ million

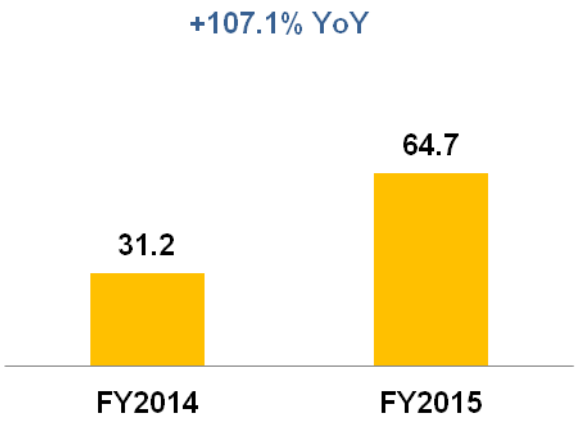



**FY2015 operating profit, EBITDA as well as PAT all improved year-on-year**

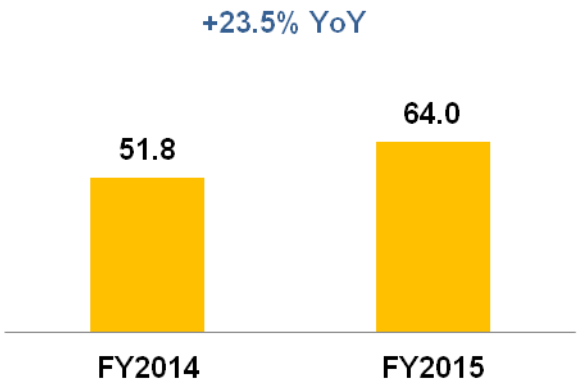
- The 12% depreciation of the Rupiah in FY2015 resulted in forex loss of US$42.0m (note: there is an unrealised forex loss of US$24m from the translation of the US$203m bond outstanding (US$225m minus US$22m bond buyback))
- In FY2014, there was an extraordinary one-off gain of US$9.6m from the sale of an office in Kallang, Singapore. In FY2015, there was a gain of US$6.4m from the buy back of USD bonds in PT Japfa Tbk (The operating profit, EBITDA and PAT above have not been adjusted for these extraordinary items)
- EBITDA increased by 12.7% to US$297.5m in FY2015, as compared to US$263.9m in FY2014
- Despite the forex loss of US$42.0m and bio-asset valuation loss of US$5.6m, the Group generated a 55.0% growth in PAT to US$91.8m for FY2015

# FY2015 Profit Attributable to Parent

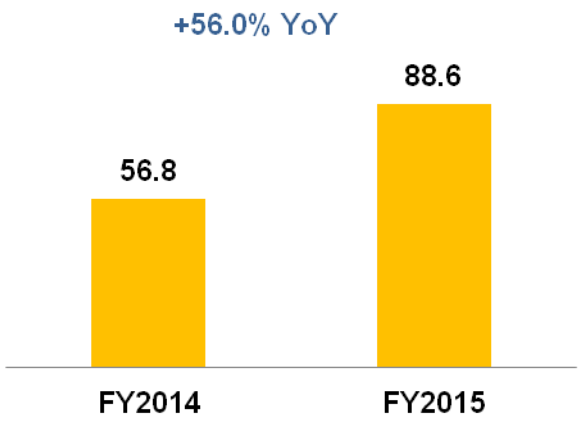
## PATMI
US$ million




## Core PATMI
US$ million




## Core PATMI w/o Forex
US$ million




- Core PATMI, which excludes bio-assets, is an important measurement of income attributable to shareholders compared to PATMI
- Core PATMI w/o Forex is a reflection of the Group's operating performance

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# FY2015 Segmental Highlights

**PT Japfa Tbk**

- Turnaround in poultry business in 2H 2015
- Improved poultry market in Indonesia with better selling prices of feed, DOCs and broilers in 2H 2015
- Strong PAT despite foreign exchange loss
- Notwithstanding challenging and volatile conditions in Indonesia, PT Japfa Tbk generated positive cash flow and EBITDA in FY2015

**Animal Protein Other**

- Overall performance in APO was boosted by significant improvement in Vietnam's operations, which saw an increase in poultry and swine feed and swine fattening volumes
- This was offset by weaker performance in India and start-up losses for China's beef operations
- Animal Protein Other continues to be a key part of the Group's diversification strategy

**Dairy**

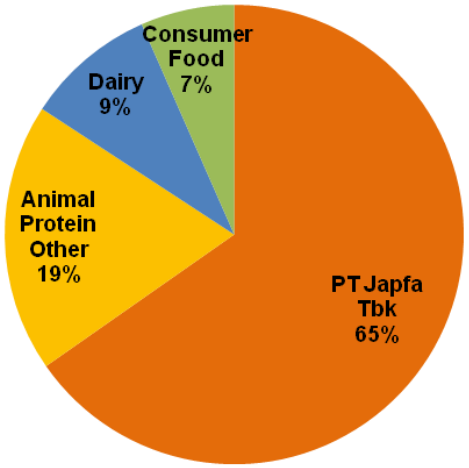
- Low raw milk prices continue to persist in China in FY2015, as compared to exceptionally high prices in FY2014
- Low prices in FY2015 were mitigated by growth in sales volumes and improvement in milk yields

**Consumer Food**

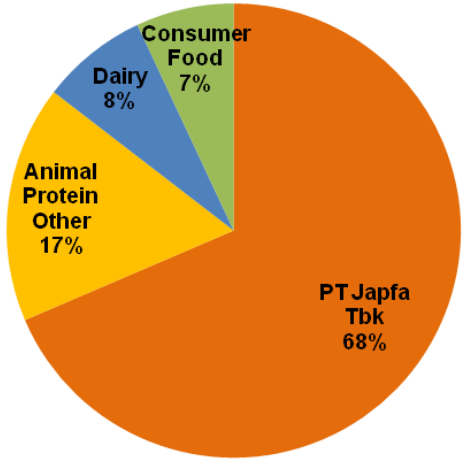
- Consumer Food business in Indonesia was profitable, boosted by sales of Real Good milk
- Overall Consumer Food segment registered a small loss in FY2015, due to the start-up loss of Consumer Food operations in Vietnam

# FY2015 Revenue and Earnings Profile

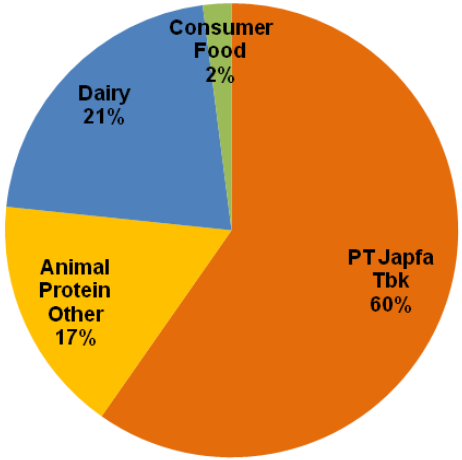
## FY2015 Revenue Composition



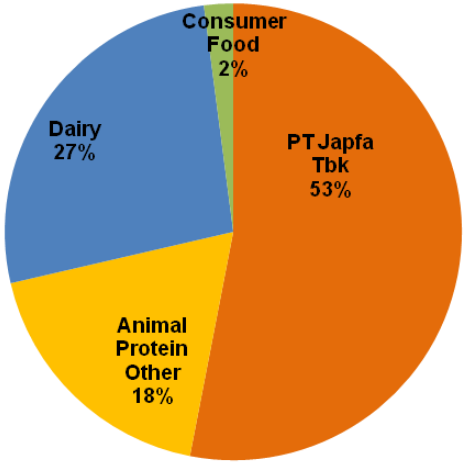

## FY2014 Revenue Composition




## FY2015 Operating Profit Composition



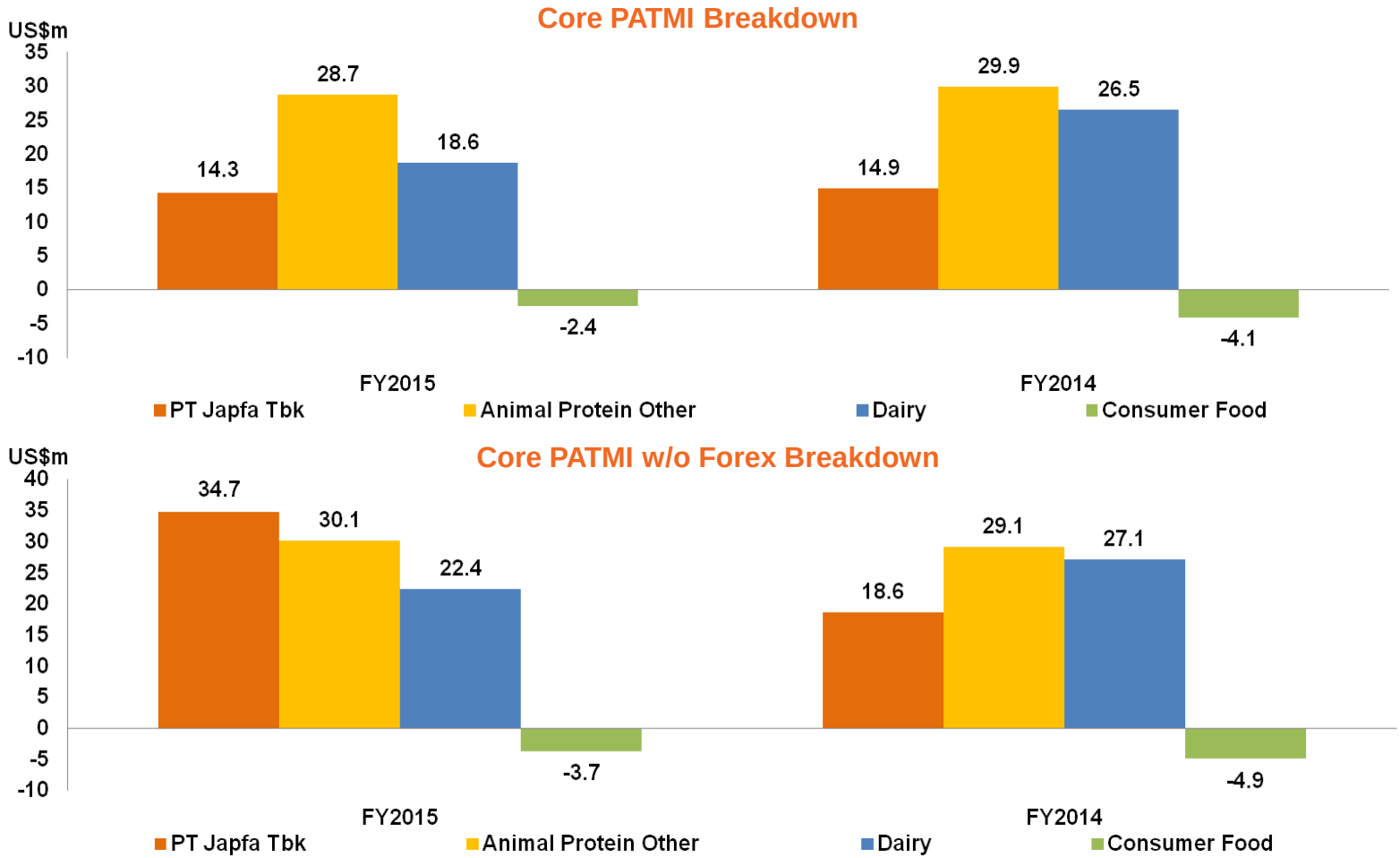

## FY2014 Operating Profit Composition




Operational segments shown above excludes central purchasing subsidiary, headquarter costs and elimination adjustments between segments

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# Diversification strategy across three pillars



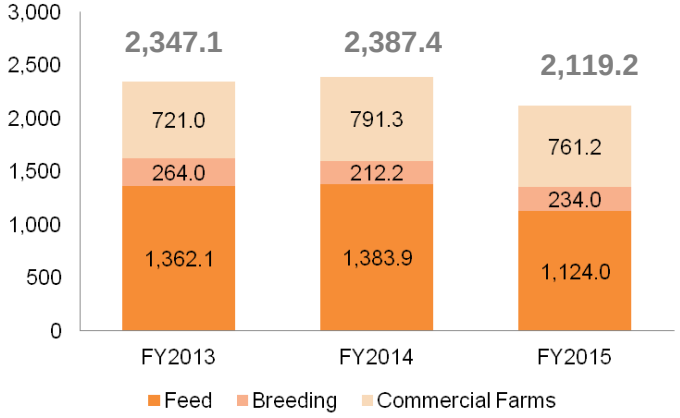

- Balance contribution from the Group's three pillars – PT Japfa Tbk, Animal Protein Other and Dairy

"AP Other" refers to "Animal Protein Other"
Operational segments shown above excludes central purchasing subsidiary, headquarter costs and elimination adjustments between segments

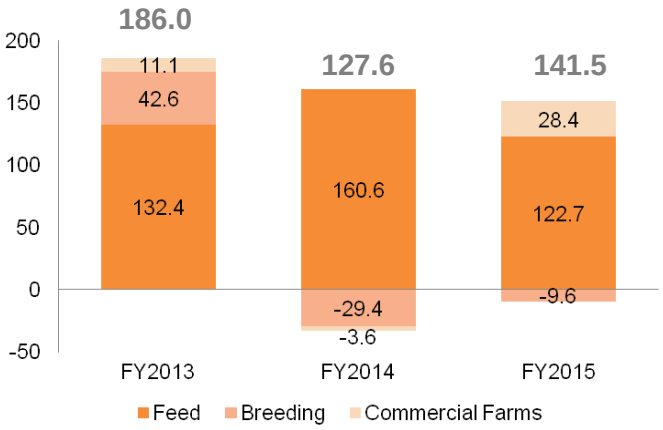
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# PT Japfa Tbk (Poultry): 3-Year Segmental Trends

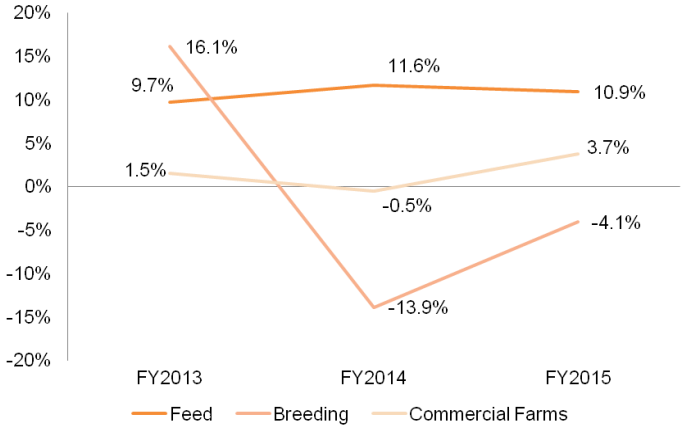
## Revenue
US$ million



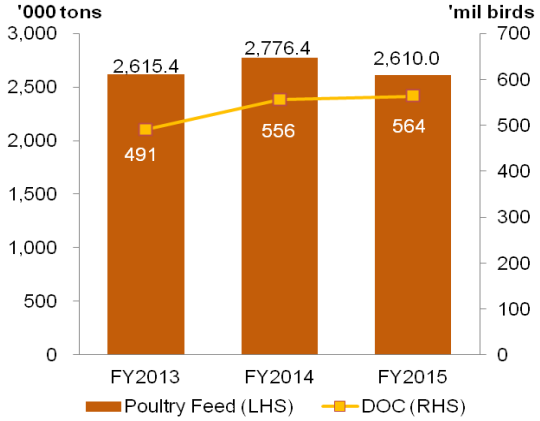

## Operating Profit
US$ million




## Operating Profit Margin




## Poultry Feed and DOC Sales Volume



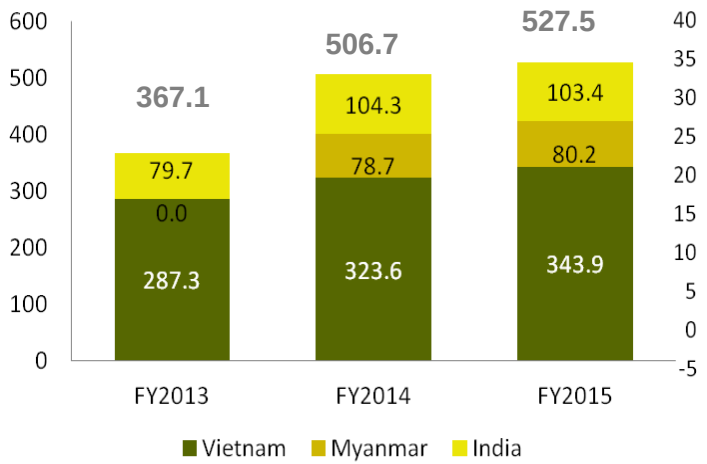

**PT Japfa Tbk is one of the core pillars of the Group's business**

- Revenue trend was mainly impacted by the weakening of Rupiah and lower volumes
- Profitability in the past two years was affected by the issues in the poultry industry
- Nonetheless, our feed business continues to be the stable pillar of our profitability, even during market downturn
- Our ability to pass on raw material costs increases in our feed selling prices is reflected in our stable feed operating margins, during a period of Rupiah volatility
- Breeding and commercial farming was operating at a loss in FY2014, but with the improved market environment in 2H2015, breeding operations have reduced their losses while commercial farming has turned around

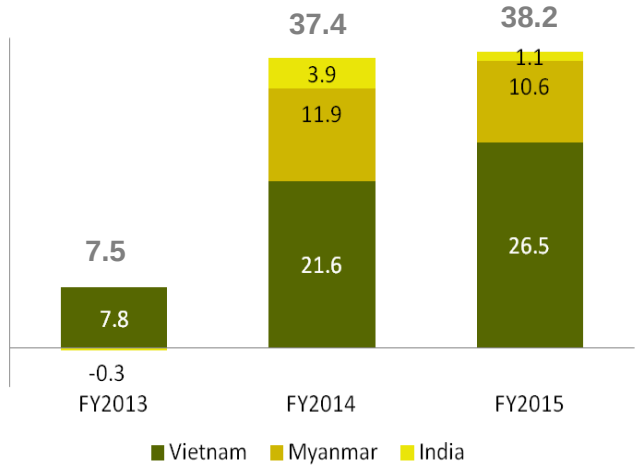
Note: The revenue figures for the poultry operational units shown above include inter-segment sales.

# Animal Protein Other: 3-Year Segmental Trends

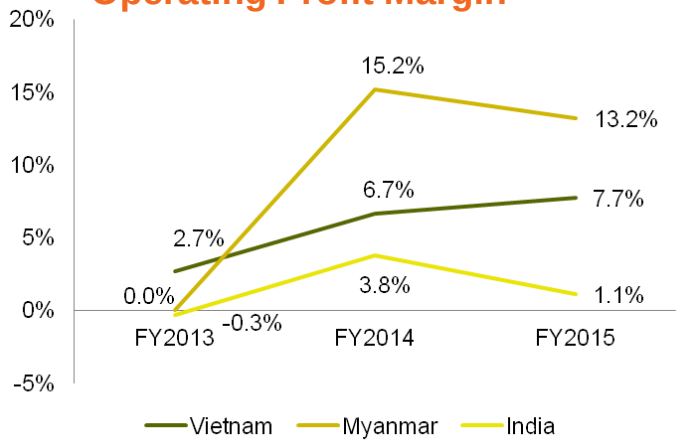
## Revenue
**US$ million**



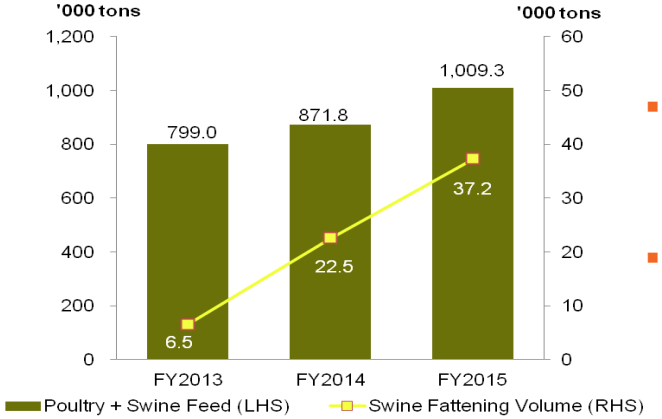

## Operating Profit
**US$ million**




## Operating Profit Margin




## Feed and Swine Fattening Volume



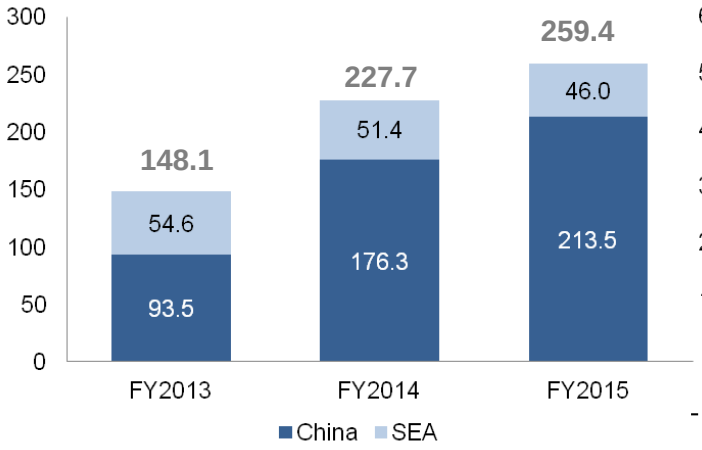

**Diversification strategy is coming through**

- With our expertise and track record in the poultry business, we are replicating the same success model in Vietnam, Myanmar and India
- Profitability of our Animal Protein Other business has been strengthening over the past three years
- Vietnam's strong growth was in part due to the turnaround of its swine business – it incurred a start-up loss in FY2013, broke even in the following year and turned profitable in FY2015
- Myanmar contributed consistently in the last two years to our revenue and profitability, and provides growth opportunity in the medium term
- In the longer term, we see India as another key growth market; our current focus is on growing our feed business
- Our aim is to grow the Animal Protein Other business to be the next major pillar for the Group

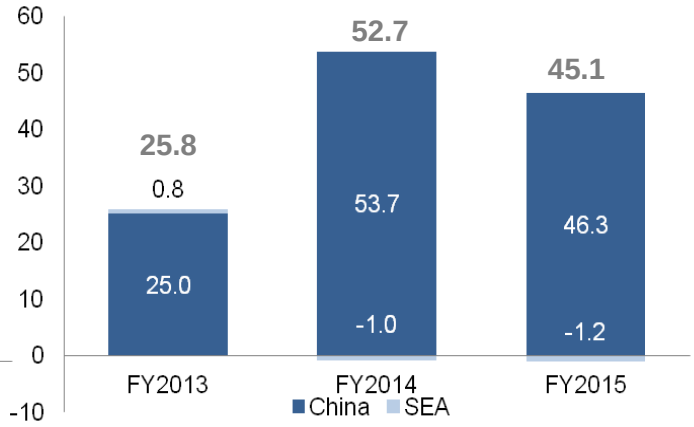
Note: Operational units shown above exclude beef operations in China.

# Dairy: 3-Year Segmental Trends

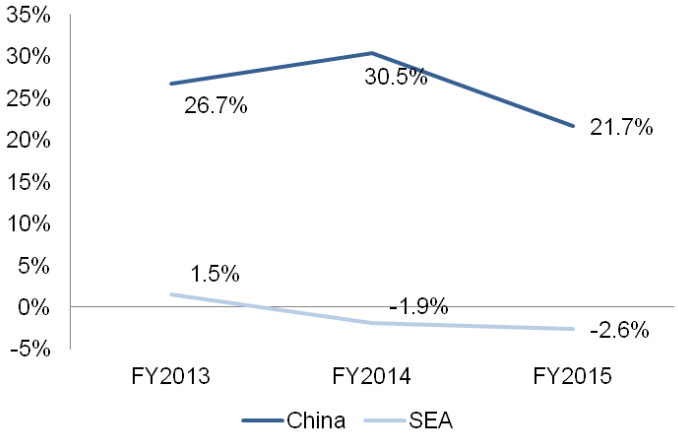
## Revenue
US$ million



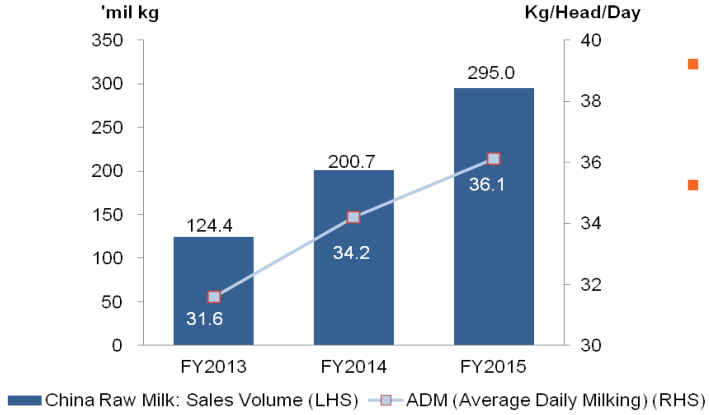

## Operating Profit
US$ million




## Operating Profit Margin




## China Raw Milk Sales Volume and Average Daily Milking

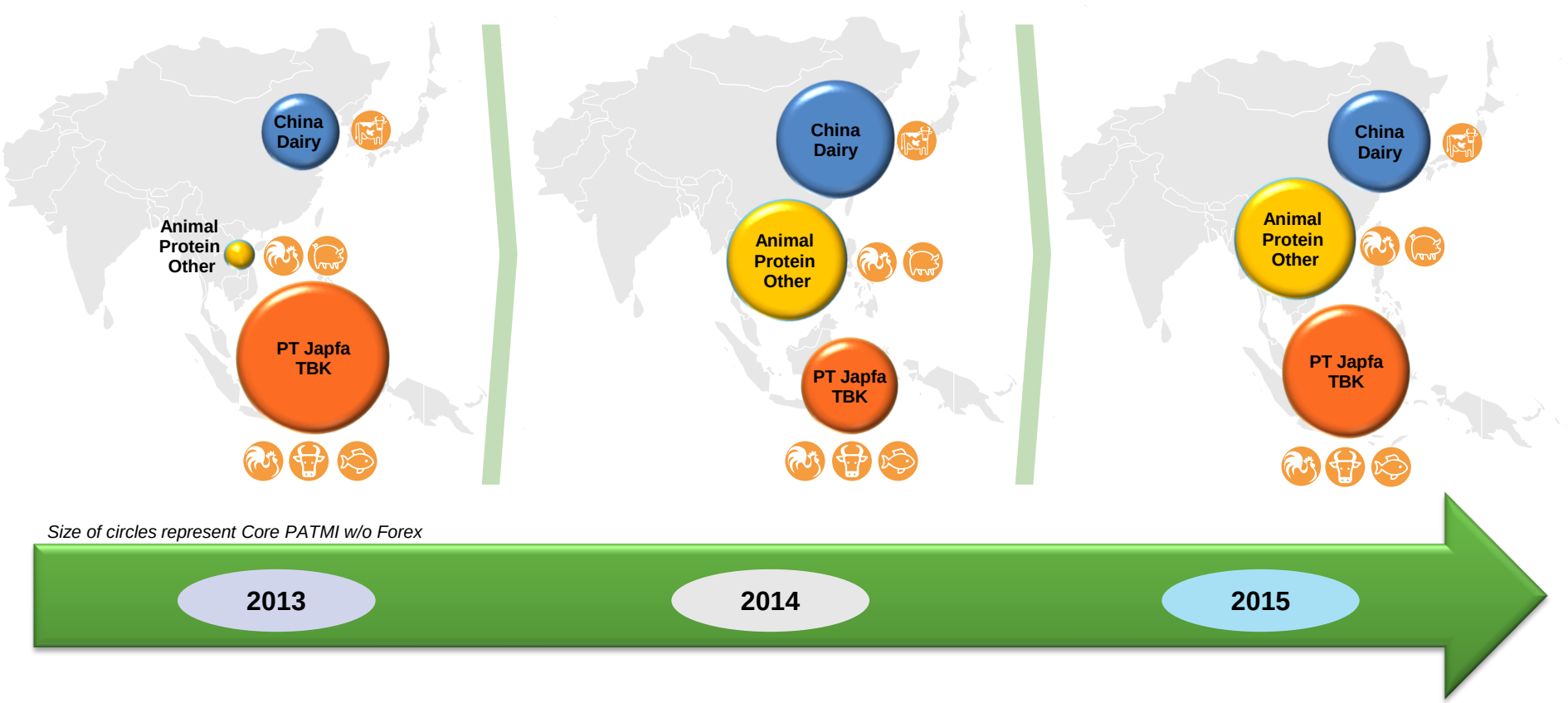



**Dairy business is poised to be a strong third pillar for the Group**

- Revenue growth for our dairy business has been driven by China
- Profit generation is similarly driven by China, while our SEA operations are breaking even
- In China, our current operations are focused on dairy farming, whereas in SEA, our focus has moved beyond dairy farming to downstream processing and branding
- In SEA, we have been investing strategically in building the Greenfields brand
- Profitability in FY2015 was subdued by the low raw milk price environment in China
- We continue to focus on improving our milk yields and volumes in China, to mitigate fluctuations in raw milk prices

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# Japfa's Growth Pillars and Diversification Strategy




- PT Japfa Tbk has gone through a rough patch in 4Q2014 and 1H2015
- Animal Protein Other has been on a good growth trajectory
- China Dairy's contribution has slowed in 2015 due to downward pressure on milk prices

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Dairy | Swine | Aquaculture

Poultry | Beef

# Other Financial Highlights



# Other Financial Highlights

| Balance Sheet (US$m) | FY2015 | FY2014 | % change |
|---|---|---|---|
| **Total Assets** | 2,212.6 | 2,327.0 | -4.9% |
| Cash | 147.9 | 286.7 | -48.4% |
| Inventory | 609.4 | 598.1 | +1.9% |
| | | | |
| **Total Liabilities** | 1,204.0 | 1,332.7 | -9.7% |
| Financial liabilities | 840.3 | 992.6 | -15.3% |
| | | | |
| **Total Equity** | 1,008.6 | 994.3 | +1.4% |
| | | | |
| Net Debt / Equity Ratio (x) | 0.7 | 0.7 | |
| Inventory Turnover Days | 97.3 | 88.2 | |

| Cash Flows (US$m) | FY2015 | FY2014 |
|---|---|---|
| Net Cash Flows from Operating Activities | 254.4 | 126.2 |
| Net Cash Flows used in Investing Activities | (185.9) | (298.5) |
| Net Cash Flows (used in) / from Financing Activities | (203.5) | 232.5 |
| **Net (Decrease) / Increase in Cash and Cash Equivalents** | **(135.0)** | **60.2** |

# PT Japfa Tbk – USD Debt Exposure

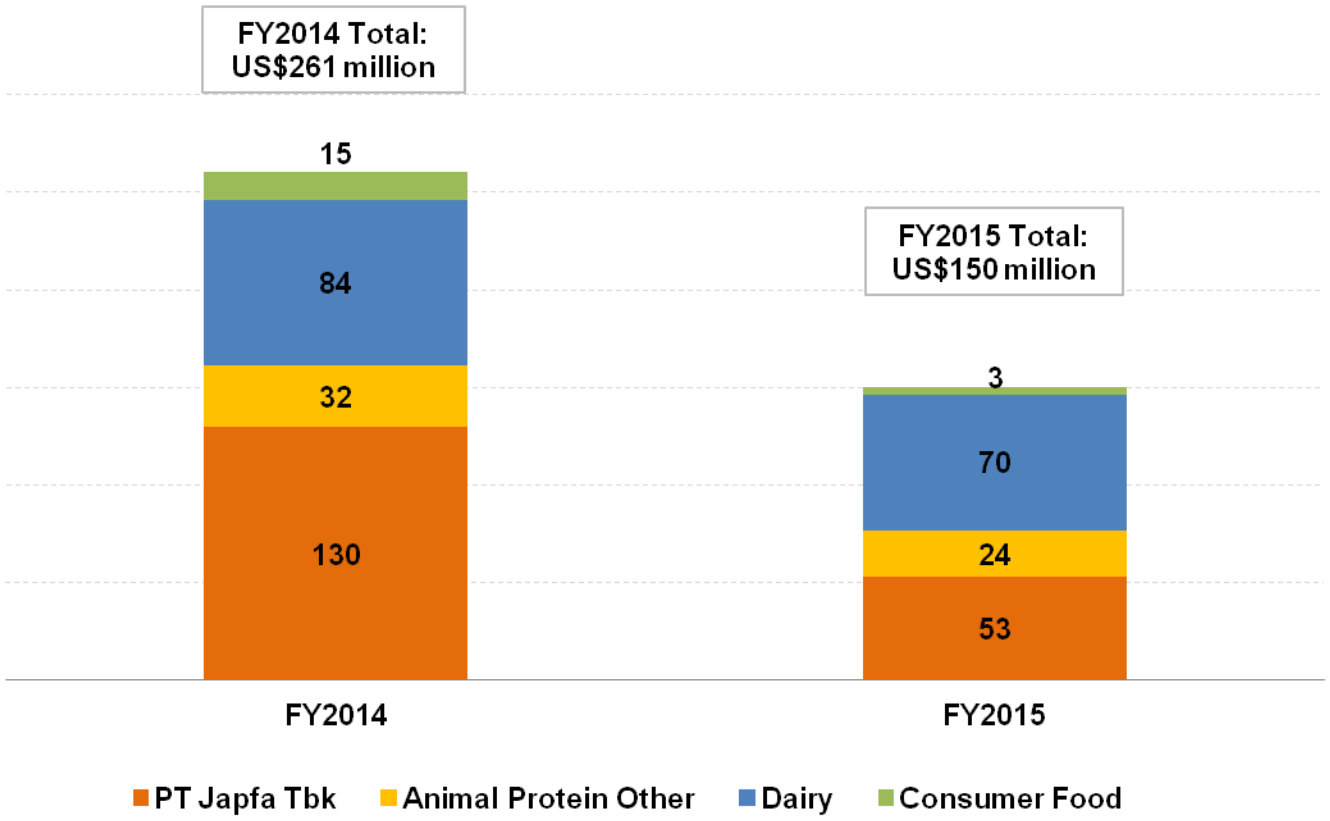
| As at 31 December 2015<br>USD millions | PT Japfa Tbk<br>IDR book |
|---|---|
| Loans in USD | 228 |
| Loans in Local Currency (US$ equivalent) | 287 |
| Total Loans | 515 |
| **% USD Loans to Total Loans** | **44%** |

| As at 31 December 2015<br>USD millions | PT Japfa Tbk |
|---|---|
| USD Debt (gross) | 228 |
| USD Bond Buybacks (face value) | (22) |
| **USD Debt (net)** | **206** |
| | |
| Currency Hedging - Operational | 51 |
| Currency Hedging - Principal and/or Interest | - |
| USD Cash | 26 |
| **Total Hedging + Cash** | **77** |

- **PT Japfa Tbk**
  1. Minimal operational currency exposure as able to pass on Rupiah changes by adjusting feed selling prices
  2. Operational hedges are applied in effect to cover the USD bond exposure
  3. We have a natural hedge as we typically hold more than US$150m of USD-linked raw material inventory
  4. Buyback of USD bonds from secondary market also reduces USD debt exposure
  5. Currency Hedging - Operational: Hedged 57% of committed USD supplier payments as at end Dec 15. Procurement is low in 4Q 2015, hence the lower value of operational hedges.
  6. Currency Hedging - Principal &/or Interest: Fully hedged the next USD bond coupon of US$8.4m in early 2016

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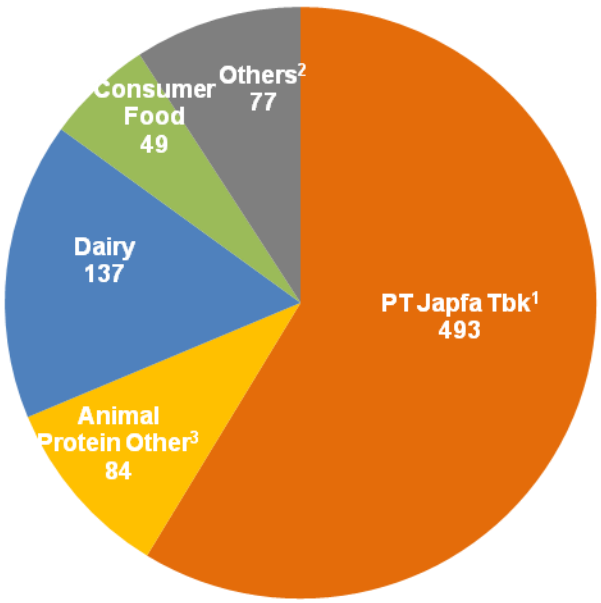
# Capex 2014 - 2015



# Segmental Debt & Cash Profile

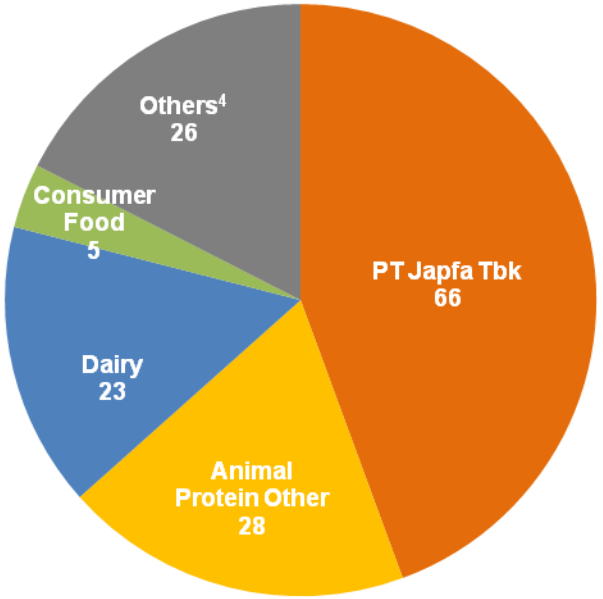
## Total Debt as at 31 December 2015
## US$840m

US$ million




## Total Cash as at 31 December 2015
## US$148m

US$ million




[1] PT Japfa Tbk's debt is net of USD bond buybacks of US$22m
[2] Total Debt – Others refer to the debt of Annona (the central purchasing subsidiary in Singapore) for working capital purposes, costs of which are fully recovered
[3] Animal Protein Other's debt includes US$20m borrowed by Japfa Ltd and on-lent to the Vietnam operations.
[4] Total Cash – Others refer mainly to the cash of Japfa Ltd

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# Segmental & Operational Highlights



# 4Q/FY2015 Segmental Overview

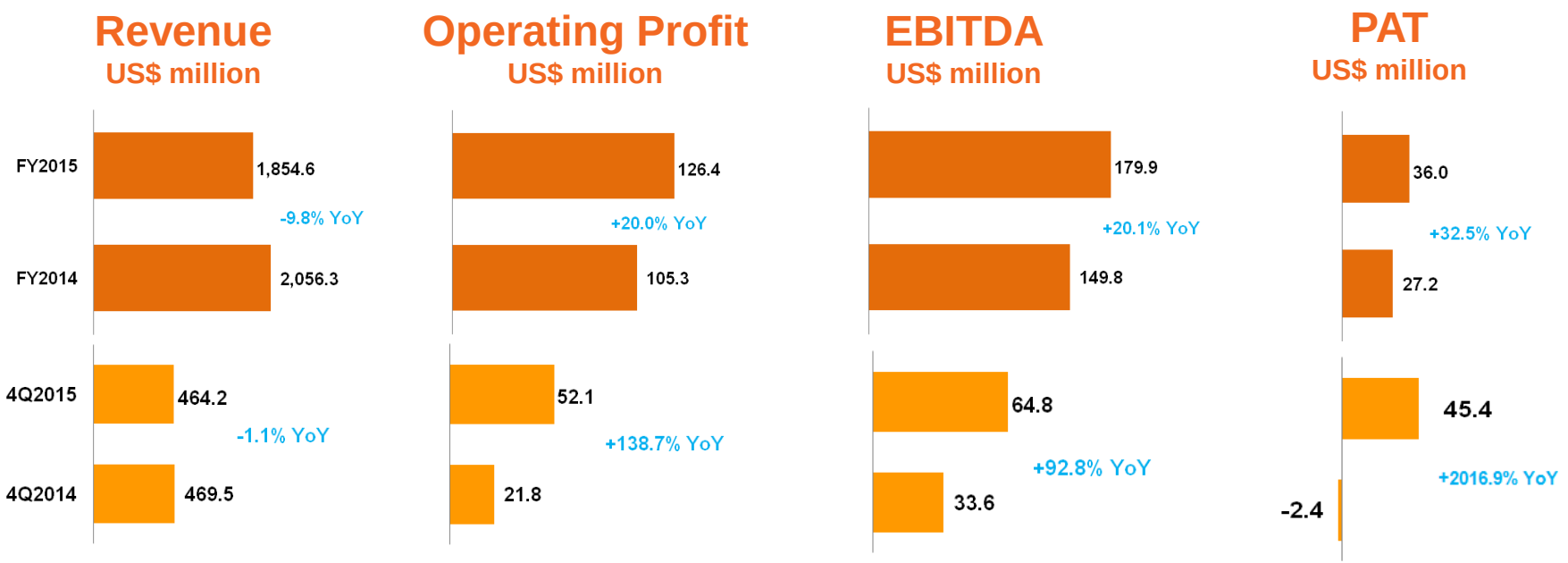
| (US$m) | 4Q2015 | 4Q2014 | % change | | FY2015 | FY2014 | %change | |
|---|---|---|---|---|---|---|---|---|
| **PT Japfa Tbk** | | | | | | | | |
| Revenue[1] | 464.2 | 469.5 | -1.1% | ▼ | 1,854.6 | 2,056.3 | -9.8% | ▼ |
| Operating profit | 52.1 | 21.8 | +138.7% | ▲ | 126.4 | 105.3 | +20.0% | ▲ |
| *Operating profit margin* | *11.2%* | *4.7%* | *+6.6ppt* | ▲ | *6.8%* | *5.1%* | *+1.7ppt* | ▲ |
| EBITDA | 64.8 | 33.6 | +92.8% | ▲ | 179.9 | 149.8 | +20.1% | ▲ |
| PAT | 45.4 | -2.4 | +2016.9% | ▲ | 36.0 | 27.2 | +32.5% | ▲ |
| Core PATMI | 25.0 | -0.2 | N.A. | ▲ | 14.3 | 14.9 | -3.9% | ▼ |
| **Core PATMI w/o Forex** | **19.1** | **2.4** | **+681.1%** | ▲ | **34.7** | **18.6** | **+86.3%** | ▲ |
| **Animal Protein Other** | | | | | | | | |
| Revenue[1] | 141.7 | 139.4 | +1.6% | ▲ | 534.1 | 506.7 | +5.4% | ▲ |
| Operating profit | 7.0 | 13.8 | -49.0% | ▼ | 35.8 | 36.4 | -1.7% | ▼ |
| *Operating profit margin* | *5.0%* | *9.9%* | *-4.9ppt* | ▼ | *6.7%* | *7.2%* | *-0.5ppt* | ▼ |
| EBITDA | 8.6 | 14.7 | -41.6% | ▼ | 42.5 | 41.4 | +2.7% | ▲ |
| PAT | 6.6 | -2.4 | +379.6% | ▲ | 30.8 | 19.6 | +56.8% | ▲ |
| Core PATMI | 6.6 | 12.4 | -47.1% | ▼ | 28.7 | 29.9 | -4.1% | ▼ |
| **Core PATMI w/o Forex** | **6.6** | **12.6** | **-47.9%** | ▼ | **30.1** | **29.1** | **+3.2%** | ▲ |
| **Dairy** | | | | | | | | |
| Revenue[2] | 69.8 | 60.4 | +15.7% | ▲ | 259.4 | 227.7 | +14.0% | ▲ |
| Operating profit | 13.2 | 9.0 | +46.6% | ▲ | 45.1 | 52.7 | -14.5% | ▼ |
| *Operating profit margin* | *18.9%* | *14.9%* | *+4.0ppt* | ▲ | *17.4%* | *23.2%* | *-5.8ppt* | ▼ |
| EBITDA | 17.6 | 11.0 | +60.7% | ▲ | 60.7 | 70.4 | -13.8% | ▼ |
| PAT | 22.6 | -6.4 | +454.4% | ▲ | 22.7 | 32.0 | -29.3% | ▼ |
| Core PATMI | 5.1 | 3.9 | +31.9% | ▲ | 18.6 | 26.5 | -29.7% | ▼ |
| **Core PATMI w/o Forex** | **6.3** | **3.7** | **+72.2%** | ▲ | **22.4** | **27.1** | **-17.5%** | ▼ |
| **Consumer Food** | | | | | | | | |
| Revenue[3] | 46.3 | 48.3 | -4.2% | ▼ | 186.3 | 209.0 | -10.9% | ▼ |
| Operating profit | 0.2 | 1.8 | -87.7% | ▼ | 4.3 | 4.1 | +5.5% | ▲ |
| *Operating profit margin* | *0.5%* | *3.8%* | *-3.3ppt* | ▼ | *2.3%* | *2.0%* | *+0.3ppt* | ▲ |
| EBITDA | 1.4 | 1.9 | -26.4% | ▼ | 8.8 | 9.1 | -4.1% | ▼ |
| PAT | -2.1 | -4.1 | +48.4% | ▲ | -2.4 | -4.1 | +42.1% | ▲ |
| Core PATMI | -2.1 | -4.4 | +52.0% | ▲ | -2.4 | -4.1 | +41.9% | ▲ |
| **Core PATMI w/o Forex** | **-0.7** | **-4.5** | **+85.3%** | ▲ | **-3.7** | **-4.9** | **+24.3%** | ▲ |

***Notes:***

- *Animal Protein – where PT Japfa Comfeed Indonesia Tbk (PT Japfa Tbk) is shown separately from Animal Protein Other (AP Other). AP Other refers to the animal protein operations in Vietnam, India, Myanmar and China*
- *Dairy – includes the operations in China, Indonesia and South East Asia*
- *Consumer Food – includes the operations in Indonesia and Vietnam*

1 The combined revenue for PT Japfa Tbk and AP Other includes inter-segment revenue of US$9.5 million in 4Q 2015 (4Q 2014: US$10.2 million) & US$40.1 million in FY2015 (FY2014: US$50.3 million).
2 The Dairy segment revenue includes inter-segment revenue of US$0.5 million in 4Q 2015 (4Q 2014: US$0.5 million) & US$2.0 million in FY2015 (FY2014: US$2.2 million).
3 The Consumer Food segment revenue includes inter-segment revenue of US$0.2 million in 4Q 2015 (4Q 2014: US$2.1 million) & US$5.2 million in FY2015 (FY2014: US$8.8 million).

# PT Japfa Tbk – Financial performance

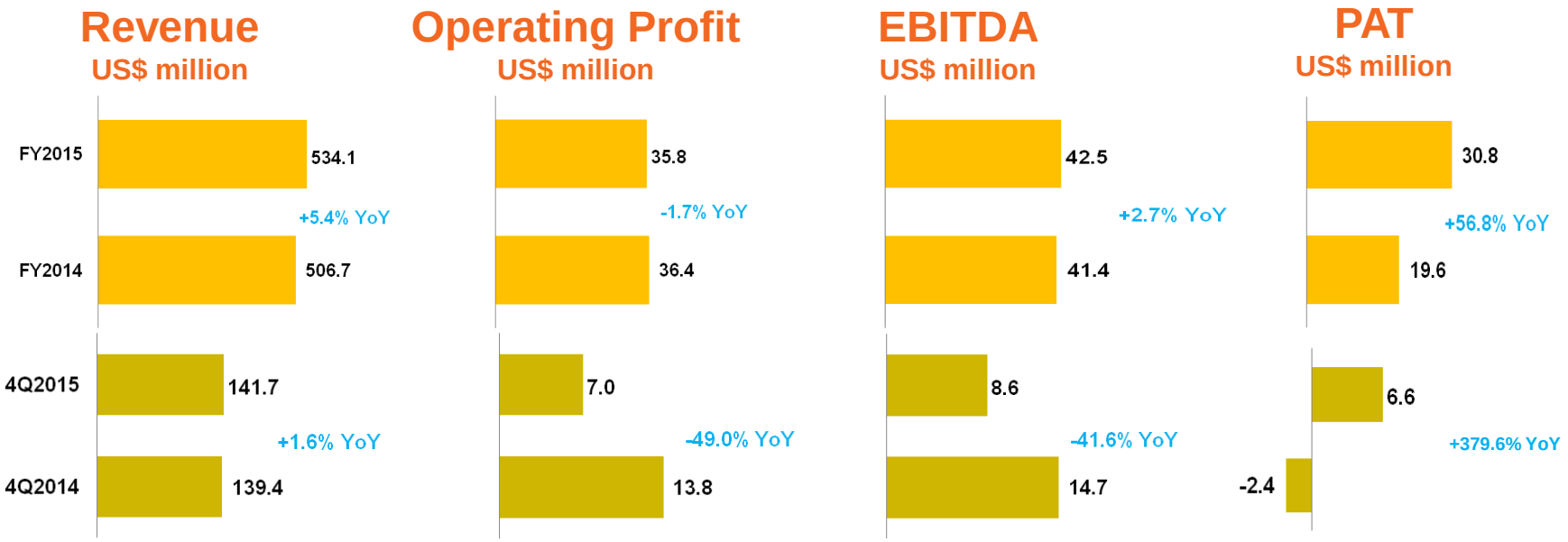



**FY2015 was a significant improvement from FY2014 , with a turnaround in the Indonesia poultry business in 2H 2015**

- Revenue declined by 10% in USD terms, but increased slightly by 2% in Rupiah terms
- The poultry oversupply situation improved in 2H 2015. The Indonesian government coordinated an industry-wide culling programme of an initial 4 million parent stock, which resulted in lower DOC production across the industry. This has led to an improvement and stability in the average selling prices of DOC and broilers in 2H 2015
- Feed continues to provide stable contribution to profitability and operating cash flow in FY2015
- Operating profit for breeding improved from a loss of US$29.4m to a loss of US$9.6m, while commercial farming improved from a loss of US$3.6m to a profit of US$28.4m. Overall, feed and commercial farming operations were more than able to cover the operating loss of breeding operations, resulting in a 20.0% growth in operating profit to US$126.4m
- EBITDA grew from US$149.8m in FY2014 to US$179.9m in FY2015
- The 12% depreciation of the Rupiah in FY2015 resulted in forex loss of US$35.5m (note: there is an unrealised forex loss of US$24m from the translation of the US$203m bond outstanding (US$225m minus US$22m bond buyback)
- Despite the forex loss of US$35.5m, PT Japfa Tbk still recorded a 32.5% growth in PAT to US$36.0m in FY2015
- Notwithstanding the challenging and volatile conditions in Indonesia, PT Japfa Tbk has generated positive operating cash flow and EBITDA in FY2015

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# Animal Protein Other – Financial performance

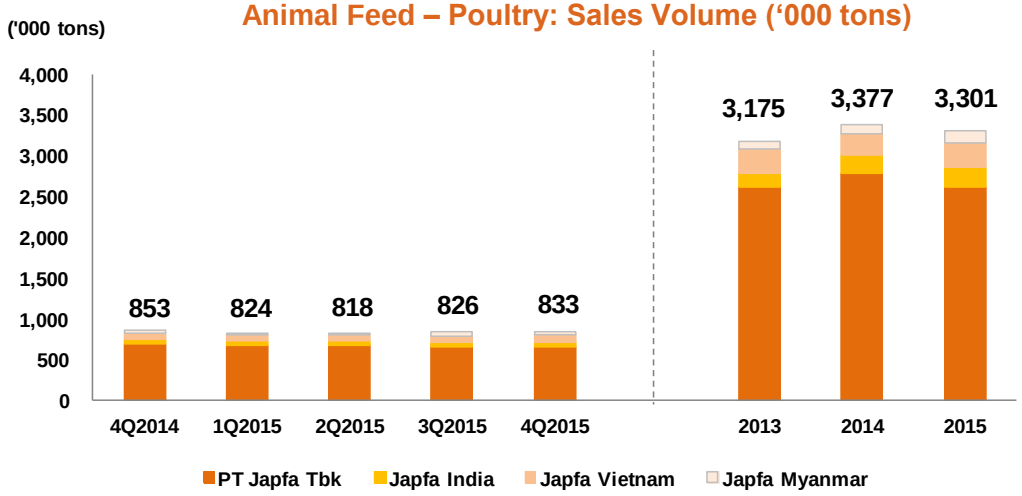



**Diversification continues to pay off with Vietnam as a star performer in FY2015**

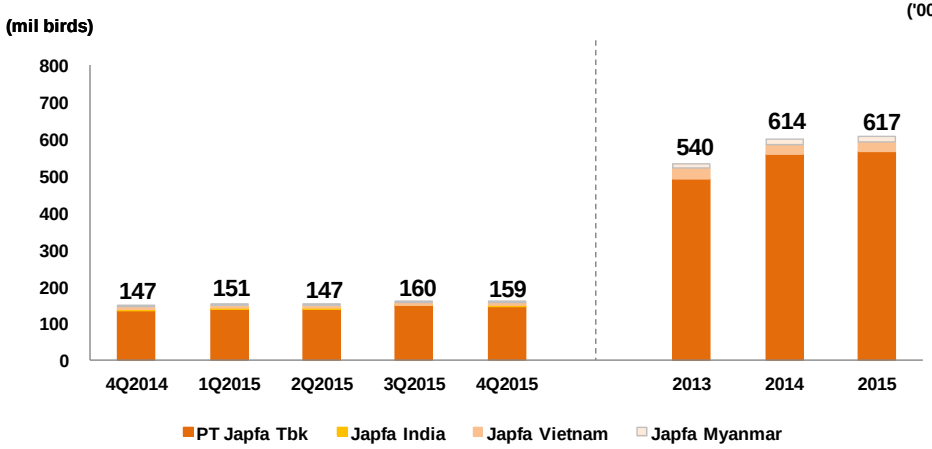
- Sales were 5% higher at US$534.1m in FY2015 compared to last year
- Revenue growth was mainly due to Vietnam's business where poultry feed and swine feed volume was up 18%, and swine fattening volume was up significantly by 62% in FY2015. Swine fattening in Vietnam continues to perform well due to operational efficiencies
- Significant improvement in Vietnam's operations, together with positive contribution from Myanmar, was offset by: (1) weaker performance in India mainly due to lower selling prices of poultry in 2015, and (2) continuing start-up losses for China's beef operations
- Operating profit in 4Q2015 declined primarily due to Vietnam's poultry industry seeing lower selling prices for DOCs and broilers, compared to exceptionally high prices in 4Q2014. We also lowered feed selling prices as a strategy to gain greater market share.
- 4Q2014 registered a negative PAT due to bio-asset valuation losses of US$19.7m, compared to a US$0.1m bio-asset valuation gain in 4Q2015. Hence, the lower PAT in FY2014 includes bio-asset valuation losses of US$15.5m, compared to a US$1.7m bio-asset valuation gain in FY2015.

# Animal Protein – Operational Performance

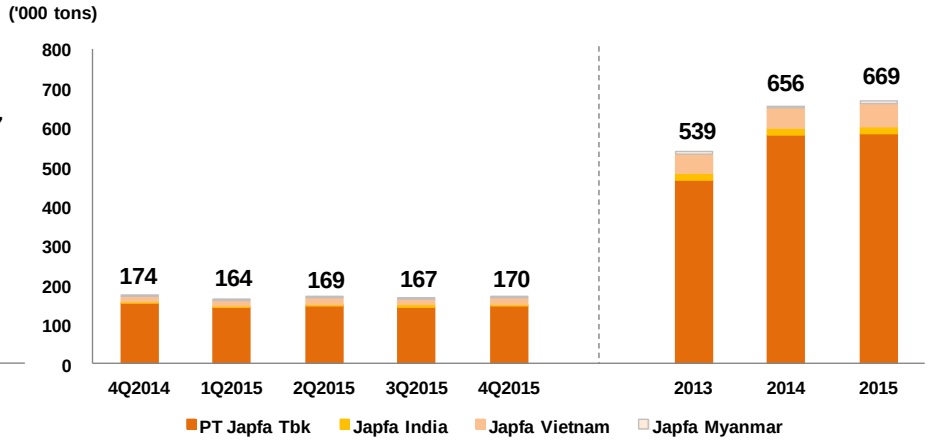
## Animal Feed – Poultry: Sales Volume (‘000 tons)




## DOC - Broiler: Sales Volume (mil birds)



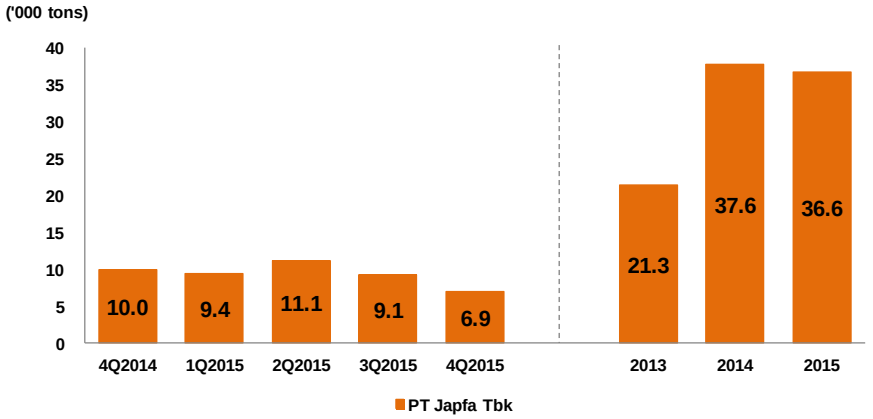

## Commercial Farm – Live Birds: Sales Volume (‘000 tons)



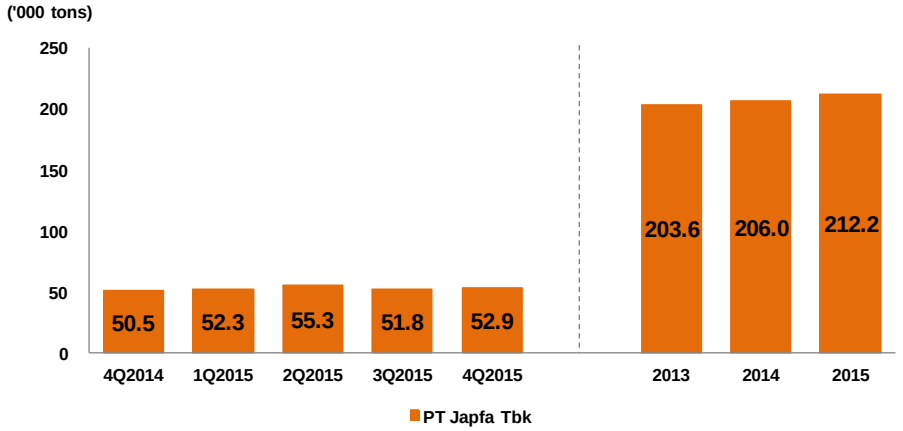

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# Animal Protein – Operational Performance

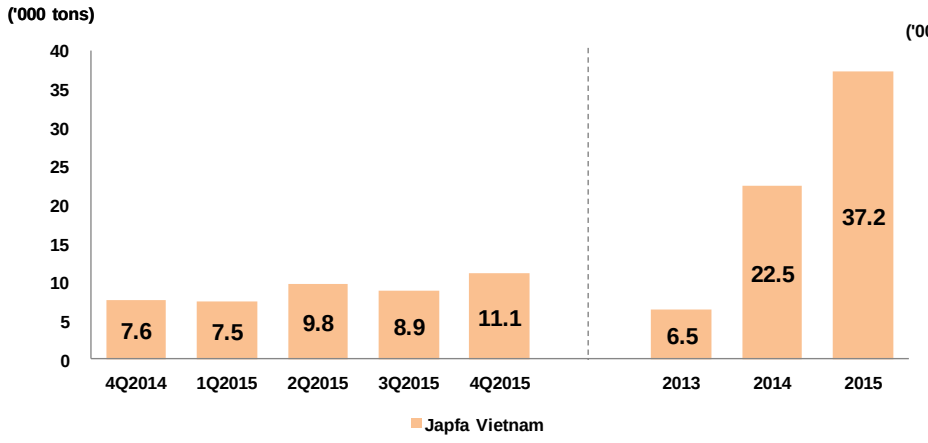
## Beef – Live Cattle: Sales Volume ('000 tons)



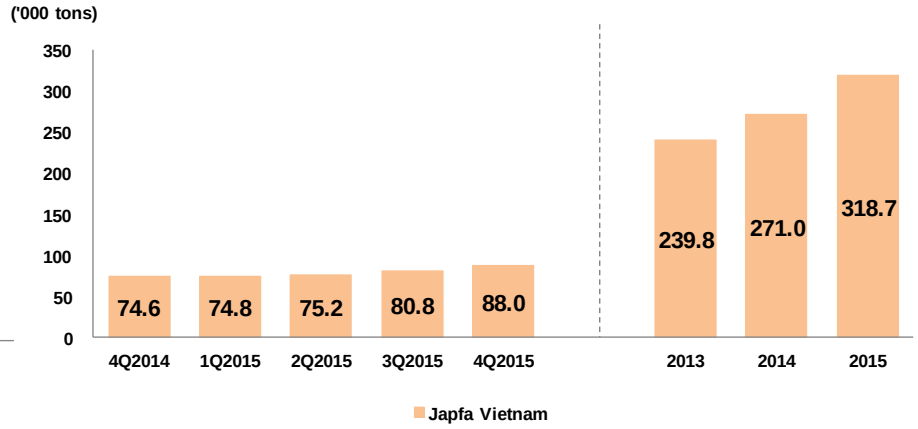

## Aquaculture – Aqua-feed: Sales Volume ('000 tons)



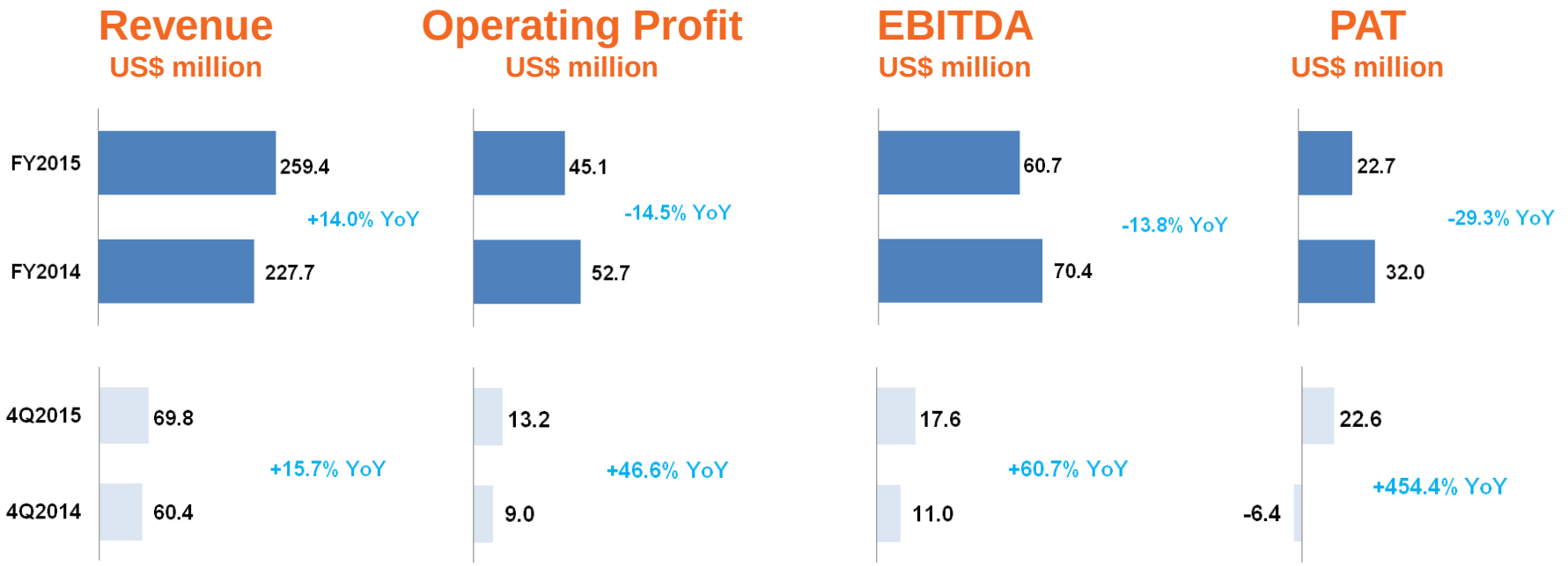

## Swine Fattening: Sales Volume ('000 tons)




## Animal Feed – Swine: Sales Volume ('000 tons)



# Dairy – Financial performance

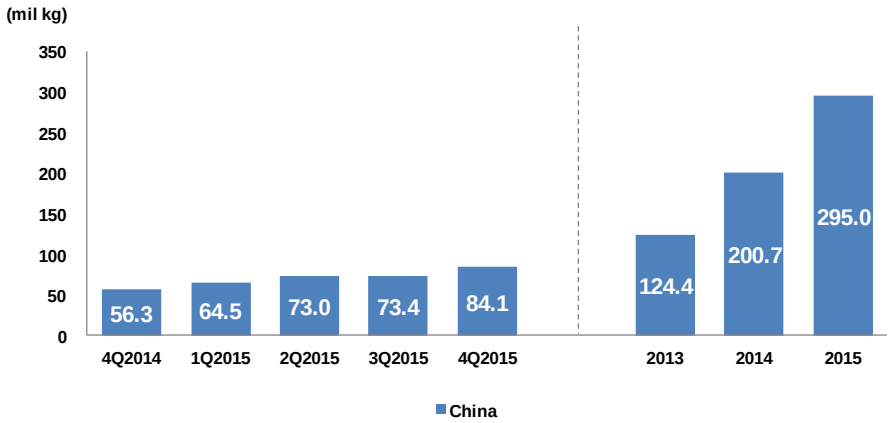



**Growth in milk volume and improvements in milk yields were offset by lower milk prices in FY2015**

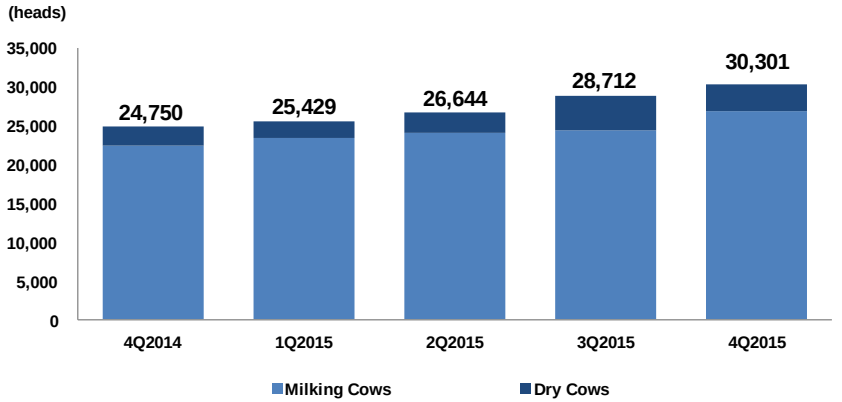
- Revenue was up 14% due to increase in sales volume in China Hub 1; Farm 4 is fully milking; and Farm 5 start generated sales since March 2015. Total milkable cows in China and Indonesia farms increased from 28,557 in FY2014 to 34,459 in FY2015
- Profitability declined because of lower milk prices in China in FY2015 compared to FY2014 which saw exceptionally high raw milk prices
- Lower milk prices were partly compensated by improved milk yield at 34.2 Kg/head/day to 36.1 Kg/head/day for China farms. The significant improvement in milk yields, together with the growth in sales volumes, managed to mitigate the full impact of lower raw milk prices in China, resulting in a strong EBITDA of US$60.7 million and EBITDA margin of 23%
- Loss from changes in fair value of biological assets was US$8.2m in FY2015, as compared to US$20.8m in FY2014. Forex loss was US$6.0m in FY2015, as compared to US$1.0m in FY2014

# Dairy – Operational Performance

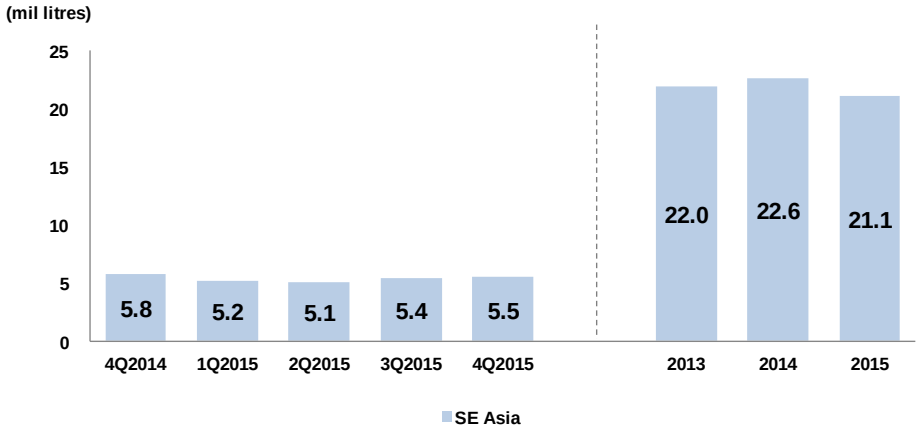
## China Raw Milk: Sales Volume (mil kg)



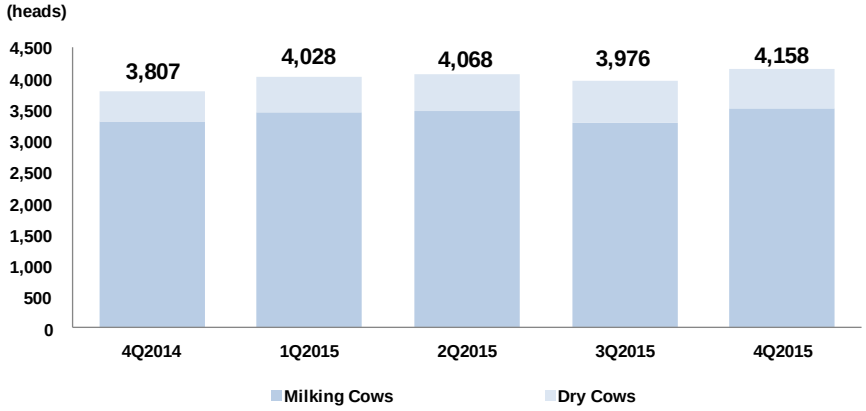

## Milkable cows – China (heads)[1]




## SE Asia Extended Shelf Life Branded Milk: Sales Volume (mil litres)



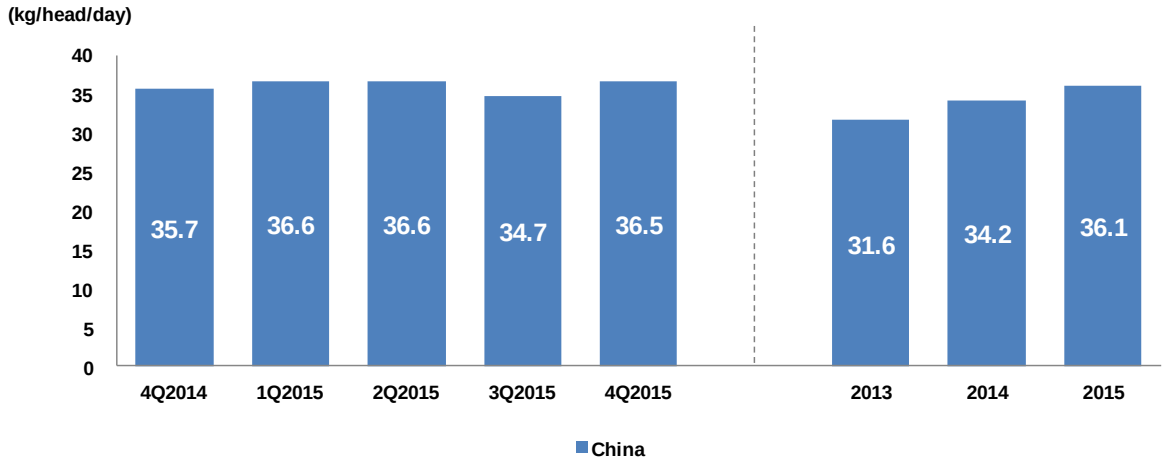

## Milkable cows – SE Asia (heads)[1]



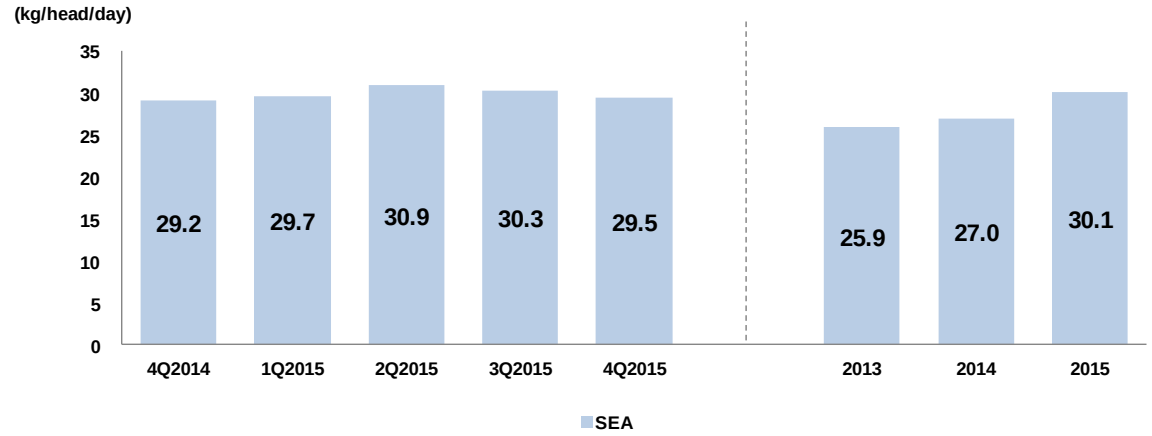

[1] Number of milkable cows as at end of the quarter

# Dairy – Operational Performance

## Average Daily Milking – China (kg/head/day)

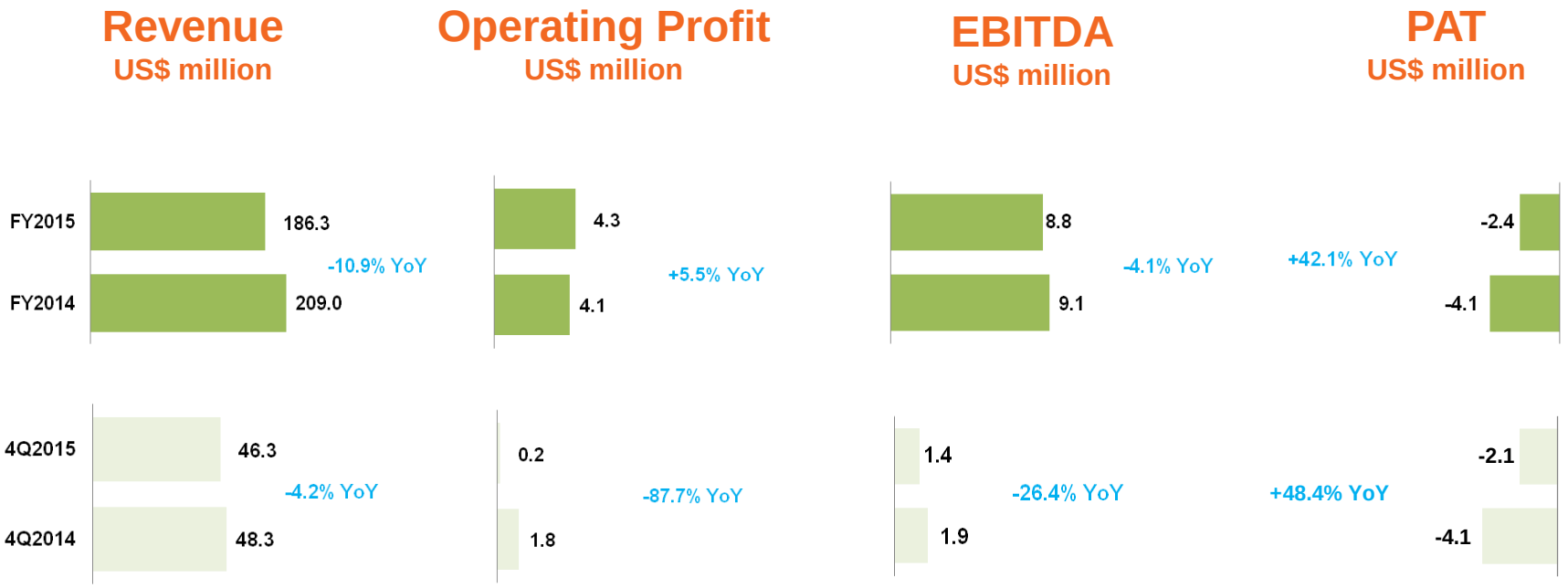



## Average Daily Milking – SEA (kg/head/day)




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# Consumer Food – Financial performance

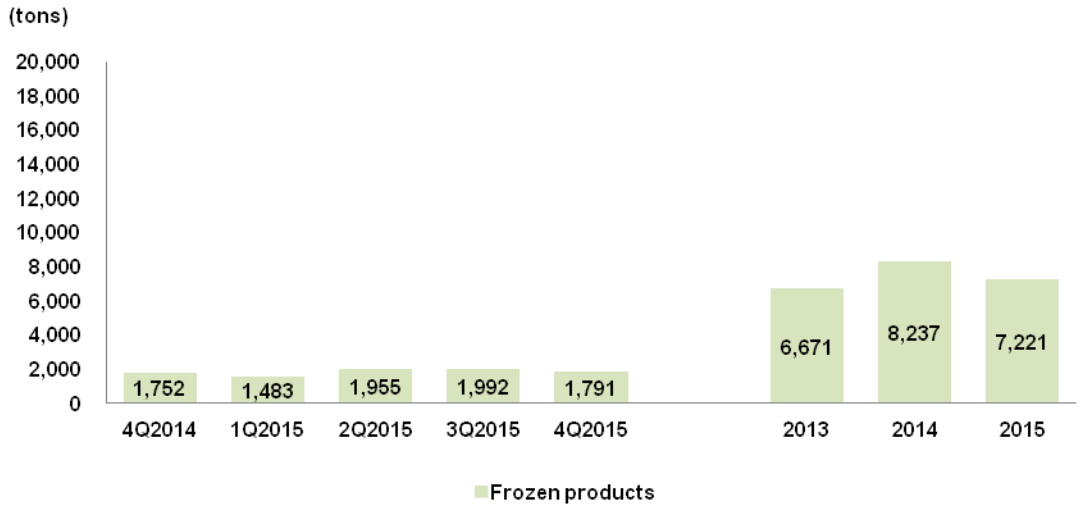



**Consumer Food business in Indonesia continues to be profitable, while Vietnam incurred start-up loss**

- Revenue dropped 11% in USD terms (while flat in Rupiah terms) for Consumer Food business in Indonesia.
- Sales volume of Real Good milk went up 30%, which compensate the decline in sales volume for frozen food products
- Overall Consumer Food business recorded a small loss in FY2015 due to Vietnam start-up loss

# Consumer Food – Operational Performance

## Frozen products: Sales Volume (tons)




## Ambient products: Sales volume (tons)




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# Growth Strategies



# Growth Strategies

## Focus on Industrialization and Diversification

Leverage our track record in replicating our industrialized and scalable business, to build our three key business pillars – dairy in China, poultry in Indonesia, and poultry and swine in Indochina

## Mitigating Market Challenges

Continue to enhance efficiency and profitability of our operations to counter price fluctuations

Improve milk yields and productivity to mitigate lower average selling prices of raw milk in China

## Maximising Returns from Our Assets

Long term fundamentals for the Group remain favorable

Large-scale business enables us to tap on growth opportunities

Strategic investments in selected markets to capture rise in consumer demand

# Appendix



# Segment Information – FY2015

| JAPFA | YTD DEC 2015 | | | | | | |
|---|---|---|---|---|---|---|---|
| | ANIMAL PROTEIN | | | DAIRY | CONSUMER FOOD | Others | TOTAL |
| | TBK | AP Other | Total | | | | |
| External Revenue | 1,814.5 | 534.1 | 2,348.5 | 257.4 | 181.1 | 0.0 | **2,787.1** |
| Inter Segment Sales | 40.1 | 0.0 | 40.1 | 2.0 | 5.2 | (47.3) | **0.0** |
| **TOTAL REVENUE** | **1,854.6** | **534.1** | **2,388.7** | **259.4** | **186.3** | **(47.3)** | **2,787.1** |
| **GROSS PROFIT** | **296.0** | **69.5** | **365.4** | **84.7** | **57.5** | **12.6** | **520.3** |
| | *16.0%* | *13.0%* | *15.3%* | *32.7%* | *30.8%* | *-26.7%* | *18.7%* |
| **OPERATING PROFIT** | **126.4** | **35.8** | **162.2** | **45.1** | **4.3** | **5.0** | **216.6** |
| | *6.8%* | *6.7%* | *6.8%* | *17.4%* | *2.3%* | *-10.6%* | *7.8%* |
| **EBITDA** | **179.9** | **42.5** | **220.3** | **60.7** | **8.8** | **5.7** | **297.5** |
| | *9.8%* | *8.0%* | *9.4%* | *23.4%* | *4.7%* | *-11.8%* | *10.7%* |
| Depreciation & Amortization | (45.3) | (6.9) | (52.1) | (15.7) | (4.8) | (0.5) | **(73.2)** |
| Net Interest Expense | (49.1) | (2.5) | (50.4) | (8.2) | (5.1) | (2.4) | **(67.2)** |
| Fair Value Gain(Loss) Marketable Securities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 2.5 | **2.5** |
| **PBT before Forex & BioA Valuation** | **85.5** | **33.2** | **117.9** | **36.8** | **(1.1)** | **5.3** | **159.5** |
| Forex Gain(loss) | (35.5) | (1.4) | (36.8) | (6.0) | 1.3 | (0.5) | **(42.0)** |
| Fair Value Gain(Loss) Bio A | 0.9 | 1.7 | 5.3 | (8.2) | 0.0 | 0.0 | **(5.6)** |
| **PBT** | **50.9** | **33.5** | **86.4** | **22.5** | **0.2** | **4.9** | **111.9** |
| Tax | (14.9) | (2.7) | (18.9) | 0.1 | (2.6) | (0.1) | **(20.2)** |
| **PAT** | 36.0 | 30.8 | 67.5 | 22.7 | (2.4) | 4.8 | **91.8** |
| **PAT w/o Bio A** | 35.3 | 29.5 | 63.3 | 30.2 | (2.4) | 4.8 | **97.2** |
| *% ownership* | *58.0%* | *100.0%* | | *61.9%* | *100.0%* | *100.0%* | |
| **PATMI** | 18.4 | 30.0 | 48.3 | 13.9 | (2.4) | 4.8 | **64.7** |
| **Core PATMI** | 14.3 | 28.7 | 43.0 | 18.6 | (2.4) | 4.7 | **64.0** |
| **Core PATMI w/o Forex** | 34.7 | 30.1 | 64.8 | 22.4 | (3.7) | 5.1 | **88.6** |

***Notes:***

- *Animal Protein - where PT.Japfa Comfeed Indonesia Tbk (TBK) is shown separately from Animal Protein Other (AP Other).*
- *Animal Protein Other (AP Other) – refers to the animal protein operations in Vietnam, India, Myanmar and China.*
- *Dairy – includes the operations in China, Indonesia and Southeast Asia.*
- *Consumer Food – includes the operations in Indonesia and Vietnam.*
- *Others - include corporate office, central purchasing office in Singapore and consolidation adjustments between segments.*
- *EBITDA = PBT net of interest income (expense), FV of bio assets and marketable securities, forex gain (loss), depreciation of fixed assets and amortization of intangible assets.*
- *Core PATMI from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding changes in fair value of biological assets attributable to owners of the parent (net of tax), and excluded extraordinary items (attributable to owners of the parent, net of tax) namely, a one-off gain from the disposal of asset held for sale in 2Q 2014 and a gain from the buyback of USD bonds in PT Japfa Tbk in FY2015.*
- *Core PATMI w/o Forex (Estimate) is derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. As the majority of the foreign exchange gains/losses are unrealised and arises from the translation of USD bonds in PT Japfa Tbk, which has no tax implication, we have not made an estimate of the tax impact on foreign exchange gains/losses. Accordingly this "Core PATMI w/o Forex (Estimate)" is to be viewed as an indicative number only.*

# Segment Information – FY2014

| JAPFA | YTD DEC 2014 | | | | | | |
|---|---|---|---|---|---|---|---|
| | ANIMAL PROTEIN | | | DAIRY | CONSUMER FOOD | Others | TOTAL |
| | TBK | AP Other | Total | | | | |
| External Revenue | 2,006.0 | 506.7 | 2,512.7 | 225.5 | 200.2 | 9.1 | **2,947.5** |
| Inter Segment Sales | 50.3 | 0.0 | 50.3 | 2.2 | 8.8 | (61.3) | **0.0** |
| **TOTAL REVENUE** | **2,056.3** | **506.7** | **2,563.0** | **227.7** | **209.0** | **(52.2)** | **2,947.5** |
| **GROSS PROFIT** | **288.0** | **62.5** | **350.5** | **88.8** | **58.5** | **8.6** | **506.4** |
| | ***14.0%*** | ***12.3%*** | ***13.7%*** | ***39.0%*** | ***28.0%*** | ***-16.4%*** | ***17.2%*** |
| **OPERATING PROFIT** | **105.3** | **36.4** | **141.8** | **52.7** | **4.1** | **(7.1)** | **191.5** |
| | ***5.1%*** | ***7.2%*** | ***5.5%*** | ***23.2%*** | ***2.0%*** | ***13.7%*** | ***6.5%*** |
| **EBITDA** | **149.8** | **41.4** | **191.2** | **70.4** | **9.1** | **(6.8)** | **263.9** |
| | ***7.3%*** | ***8.2%*** | ***7.5%*** | ***30.9%*** | ***4.4%*** | ***13.0%*** | ***9.0%*** |
| Depreciation & Amortization | (42.5) | (5.4) | (47.9) | (9.9) | (5.1) | (0.3) | **(63.1)** |
| Net Interest Expense | (57.0) | (4.6) | (61.6) | (7.1) | (5.0) | (5.4) | **(79.2)** |
| Fair Value Gain(Loss) Marketable Securities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 | **0.4** |
| **PBT before Forex & BioA Valuation** | **50.2** | **31.5** | **81.7** | **53.4** | **(1.0)** | **(12.1)** | **122.0** |
| Forex Gain(loss) | (6.5) | 0.8 | (5.7) | (1.0) | 0.8 | (2.2) | **(8.1)** |
| Fair Value Gain(Loss) Bio A | (3.9) | (15.5) | (19.4) | (20.8) | 0.0 | 0.0 | **(40.2)** |
| **PBT** | **39.8** | **16.8** | **56.6** | **31.6** | **(0.2)** | **(14.3)** | **73.7** |
| Tax | (12.6) | 2.9 | (9.8) | 0.4 | (3.9) | (1.2) | **(14.5)** |
| **PAT** | 27.2 | 19.6 | 46.8 | 32.0 | (4.1) | (15.6) | **59.2** |
| **PAT w/o Bio A** | 30.3 | 31.8 | 62.0 | 52.4 | (4.1) | (15.6) | **94.8** |
| *% ownership* | *57.5%* | *100.0%* | | *61.9%* | *100.0%* | *100.0%* | |
| **PATMI** | 13.1 | 17.8 | 30.9 | 19.8 | (4.1) | (15.4) | **31.2** |
| **Core PATMI** | 14.9 | 29.9 | 44.8 | 26.5 | (4.1) | (15.4) | **51.8** |
| **Core PATMI w/o Forex** | 18.6 | 29.1 | 47.8 | 27.1 | (4.9) | (13.2) | **56.8** |

***Notes:***

- *Animal Protein - where PT.Japfa Comfeed Indonesia Tbk (TBK) is shown separately from Animal Protein Other (AP Other).*
- *Animal Protein Other (AP Other) – refers to the animal protein operations in Vietnam, India, Myanmar and China.*
- *Dairy – includes the operations in China, Indonesia and Southeast Asia.*
- *Consumer Food – includes the operations in Indonesia and Vietnam.*
- *Others - include corporate office, central purchasing office in Singapore and consolidation adjustments between segments.*
- *EBITDA = PBT net of interest income (expense), FV of bio assets and marketable securities, forex gain (loss), depreciation of fixed assets and amortization of intangible assets.*
- *Core PATMI from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding changes in fair value of biological assets attributable to owners of the parent (net of tax), and excluded extraordinary items (attributable to owners of the parent, net of tax) namely, a one-off gain from the disposal of asset held for sale in 2Q 2014 and a gain from the buyback of USD bonds in PT Japfa Tbk in FY2015.*
- *Core PATMI w/o Forex (Estimate) is derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. As the majority of the foreign exchange gains/losses are unrealised and arises from the translation of USD bonds in PT Japfa Tbk, which has no tax implication, we have not made an estimate of the tax impact on foreign exchange gains/losses. Accordingly this "Core PATMI w/o Forex (Estimate)" is to be viewed as an indicative number only.*

# Quarterly Segment Information – 4Q 2015

| JAPFA | 4Q 2015 | | | | | | |
|---|---|---|---|---|---|---|---|
| | ANIMAL PROTEIN | | | DAIRY | CONSUMER FOOD | Others | TOTAL |
| | TBK | AP Other | Total | | | | |
| External Revenue | 454.7 | 141.7 | 596.3 | 69.3 | 46.1 | (0.0) | **711.8** |
| Inter Segment Sales | 9.5 | 0.0 | 9.5 | 0.5 | 0.2 | (10.2) | **(0.0)** |
| **TOTAL REVENUE** | **464.2** | **141.7** | **605.9** | **69.8** | **46.3** | **(10.2)** | **711.8** |
| **GROSS PROFIT** | 93.7 | 16.4 | **110.1** | 23.5 | 14.5 | 4.6 | **152.7** |
| | *20.2%* | *11.6%* | *18.2%* | *33.6%* | *31.3%* | *-45.1%* | *21.5%* |
| **OPERATING PROFIT** | 52.1 | 7.0 | **59.2** | 13.2 | 0.2 | 2.7 | **75.3** |
| | *11.2%* | *5.0%* | *9.8%* | *18.9%* | *0.5%* | *-26.3%* | *10.6%* |
| **EBITDA** | **64.8** | **8.6** | **71.2** | **17.6** | **1.4** | **2.8** | **95.0** |
| | *14.3%* | *6.0%* | *12.0%* | *25.2%* | *3.0%* | *-27.4%* | *13.6%* |
| Depreciation & Amortization | (11.4) | (1.6) | (12.9) | (4.4) | (1.2) | (0.1) | **(18.6)** |
| Net Interest Expense | (11.3) | (0.5) | (10.6) | (1.5) | (1.3) | (0.6) | **(15.2)** |
| Fair Value Gain(Loss) Marketable Securities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | (0.1) | **(0.1)** |
| **PBT before Forex & BioA Valuation** | **42.0** | **6.5** | **47.7** | **11.7** | **(1.1)** | **2.1** | **61.1** |
| Forex Gain(loss) | 10.3 | (0.0) | 10.4 | (2.0) | (1.5) | (0.0) | **6.9** |
| Fair Value Gain(Loss) Bio A | 0.1 | 0.1 | 2.8 | 13.6 | 0.0 | (0.0) | **13.8** |
| **PBT** | **52.4** | **6.5** | **60.9** | **23.4** | **(2.5)** | **2.1** | **81.7** |
| Tax | (7.0) | 0.1 | (8.2) | (0.8) | 0.4 | 0.5 | **(6.8)** |
| **PAT** | 45.4 | 6.6 | 52.7 | 22.6 | (2.1) | 2.5 | **74.9** |
| **PAT w/o Bio A** | 45.4 | 6.6 | 50.5 | 8.2 | (2.1) | 2.5 | **60.5** |
| *% ownership* | *58.0%* | *100.0%* | | *61.9%* | *100.0%* | *100.0%* | |
| **PATMI** | 25.8 | 6.6 | 32.3 | 14.1 | (2.1) | 2.5 | **46.7** |
| **Core PATMI** | 25.0 | 6.6 | 31.6 | 5.1 | (2.1) | 2.4 | **36.9** |
| **Core PATMI w/o Forex** | 19.1 | 6.6 | 25.7 | 6.3 | (0.7) | 2.4 | **33.7** |

***Notes:***

- *Animal Protein - where PT.Japfa Comfeed Indonesia Tbk (TBK) is shown separately from Animal Protein Other (AP Other).*
- *Animal Protein Other (AP Other) – refers to the animal protein operations in Vietnam, India, Myanmar and China.*
- *Dairy – includes the operations in China, Indonesia and Southeast Asia.*
- *Consumer Food – includes the operations in Indonesia and Vietnam.*
- *Others - include corporate office, central purchasing office in Singapore and consolidation adjustments between segments.*
- *EBITDA = PBT net of interest income (expense), FV of bio assets and marketable securities, forex gain (loss), depreciation of fixed assets and amortization of intangible assets.*
- *Core PATMI from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding changes in fair value of biological assets attributable to owners of the parent (net of tax), and excluded extraordinary items (attributable to owners of the parent, net of tax) namely, a one-off gain from the disposal of asset held for sale in 2Q 2014 and a gain from the buyback of USD bonds in PT Japfa Tbk in FY2015.*
- *Core PATMI w/o Forex (Estimate) is derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. As the majority of the foreign exchange gains/losses are unrealised and arises from the translation of USD bonds in PT Japfa Tbk, which has no tax implication, we have not made an estimate of the tax impact on foreign exchange gains/losses. Accordingly this "Core PATMI w/o Forex (Estimate)" is to be viewed as an indicative number only.*

# Quarterly Segment Information – 3Q 2015

| JAPFA | 3Q 2015 | | | | | | |
|---|---|---|---|---|---|---|---|
| | ANIMAL PROTEIN | | | DAIRY | CONSUMER FOOD | Others | TOTAL |
| | TBK | AP Other | Total | | | | |
| External Revenue | 449.7 | 134.0 | 583.7 | 64.3 | 47.4 | 0.0 | **695.3** |
| Inter Segment Sales | 10.0 | 0.0 | 10.0 | 0.5 | 1.2 | (11.6) | **0.0** |
| **TOTAL REVENUE** | **459.7** | **134.0** | **593.7** | **64.7** | **48.6** | **(11.6)** | **695.4** |
| **GROSS PROFIT** | **87.1** | **16.2** | **103.3** | **17.6** | **15.0** | **2.5** | **138.4** |
| | *19%* | *12%* | *17%* | *27%* | *31%* | *-21%* | *20%* |
| **OPERATING PROFIT** | **48.8** | **7.9** | **56.7** | **7.2** | **1.0** | **0.9** | **65.8** |
| | *11%* | *6%* | *10%* | *11%* | *2%* | *-8%* | *9%* |
| **EBITDA** | **65.9** | **9.8** | **75.6** | **11.3** | **1.8** | **1.0** | **89.7** |
| | *14.3%* | *7.3%* | *12.7%* | *17.5%* | *3.6%* | *-8.5%* | *12.9%* |
| Depreciation & Amortization | (11.3) | (1.9) | (13.2) | (3.9) | (1.2) | (0.1) | **(18.3)** |
| Net Interest Expense | (12.6) | (0.6) | (13.2) | (2.2) | (1.1) | (0.7) | **(17.2)** |
| Fair Value Gain(Loss) Marketable Securities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 2.1 | **2.1** |
| **PBT before Forex & BioA Valuation** | **42.0** | **7.3** | **49.3** | **5.2** | **(0.5)** | **2.3** | **56.3** |
| Forex Gain(loss) | (25.3) | (1.1) | (26.4) | (4.1) | 1.8 | (0.1) | **(28.9)** |
| Fair Value Gain(Loss) Bio A | 1.9 | 0.8 | 2.8 | (12.1) | 0.0 | 0.0 | **(9.3)** |
| **PBT** | **18.6** | **7.1** | **25.7** | **(10.9)** | **1.2** | **2.2** | **18.1** |
| Tax | (6.3) | (0.6) | (6.9) | 0.1 | (0.7) | (0.2) | **(7.7)** |
| **PAT** | 12.3 | 6.5 | 18.8 | (10.8) | 0.5 | 2.0 | **10.4** |
| **PAT w/o Bio A** | 10.7 | 5.8 | 16.6 | 1.2 | 0.5 | 2.0 | **20.3** |
| *% ownership* | *57.5%* | *100.0%* | | *61.9%* | *100.0%* | *100.0%* | |
| **PATMI** | 6.0 | 6.4 | 12.4 | (6.9) | 0.5 | 2.1 | **8.0** |
| **Core PATMI** | 2.1 | 5.8 | 7.9 | 0.8 | 0.5 | 2.1 | **11.2** |
| **Core PATMI w/o Forex** | 16.7 | 6.8 | 23.5 | 3.3 | (1.3) | 2.2 | **27.7** |

***Notes:***

- *Animal Protein - where PT.Japfa Comfeed Indonesia Tbk (TBK) is shown separately from Animal Protein Other (AP Other).*
- *Animal Protein Other (AP Other) – refers to the animal protein operations in Vietnam, India, Myanmar and China.*
- *Dairy – includes the operations in China, Indonesia and Southeast Asia.*
- *Consumer Food – includes the operations in Indonesia and Vietnam.*
- *Others - include corporate office, central purchasing office in Singapore and consolidation adjustments between segments.*
- *EBITDA = PBT net of interest income (expense), FV of bio assets and marketable securities, forex gain (loss), depreciation of fixed assets and amortization of intangible assets.*
- *Core PATMI from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding changes in fair value of biological assets attributable to owners of the parent (net of tax), and excluded extraordinary items (attributable to owners of the parent, net of tax) namely, a one-off gain from the disposal of asset held for sale in 2Q 2014 and a gain from the buyback of USD bonds in PT Japfa Tbk in FY2015.*
- *Core PATMI w/o Forex (Estimate) is derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. As the majority of the foreign exchange gains/losses are unrealised and arises from the translation of USD bonds in PT Japfa Tbk, which has no tax implication, we have not made an estimate of the tax impact on foreign exchange gains/losses. Accordingly this "Core PATMI w/o Forex (Estimate)" is to be viewed as an indicative number only.*

# Quarterly Segment Information – 2Q 2015

| JAPFA | 2Q 2015 | | | | | | |
|---|---|---|---|---|---|---|---|
| | ANIMAL PROTEIN | | | DAIRY | CONSUMER FOOD | Others | TOTAL |
| | TBK | AP Other | Total | | | | |
| External Revenue | 462.0 | 131.7 | 593.6 | 64.1 | 46.6 | (0.0) | **704.3** |
| Inter Segment Sales | 10.5 | 0.0 | 10.5 | 0.6 | 1.8 | (12.9) | **(0.0)** |
| **TOTAL REVENUE** | **472.4** | **131.7** | **604.1** | **64.6** | **48.4** | **(12.9)** | **704.3** |
| **GROSS PROFIT** | **62.7** | **19.8** | **82.6** | **21.4** | **15.3** | **2.6** | **122.0** |
| | *13%* | *15%* | *14%* | *33%* | *32%* | *-20%* | *17%* |
| **OPERATING PROFIT** | **17.6** | **11.8** | **29.5** | **11.4** | **2.4** | **0.8** | **44.1** |
| | *4%* | *9%* | *5%* | *18%* | *5%* | *-6%* | *6%* |
| **EBITDA** | **29.0** | **13.4** | **42.4** | **15.4** | **3.6** | **1.1** | **62.4** |
| | *6.1%* | *10.2%* | *7.0%* | *23.8%* | *7.3%* | *-8.6%* | *8.9%* |
| Depreciation & Amortization | (11.4) | (1.6) | (13.0) | (3.9) | (1.2) | (0.2) | **(18.2)** |
| Net Interest Expense | (13.2) | (0.8) | (14.0) | (2.1) | (1.3) | (0.5) | **(18.0)** |
| Fair Value Gain(Loss) Marketable Securities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.7 | **0.7** |
| **PBT before Forex & BioA Valuation** | **4.4** | **11.0** | **15.4** | **9.4** | **1.0** | **1.1** | **26.9** |
| Forex Gain(loss) | (6.8) | (0.2) | (7.0) | 0.6 | 0.2 | 0.1 | **(6.0)** |
| Fair Value Gain(Loss) Bio A | (1.3) | (4.1) | (5.4) | (12.1) | 0.0 | 0.0 | **(17.5)** |
| **PBT** | **(3.7)** | **6.7** | **3.0** | **(2.0)** | **1.2** | **1.2** | **3.4** |
| Tax | (0.8) | (0.8) | (1.6) | 0.7 | (0.9) | (0.2) | **(2.0)** |
| **PAT** | (4.5) | 5.9 | 1.4 | (1.3) | 0.4 | 1.1 | **1.4** |
| **PAT w/o Bio A** | (3.5) | 9.1 | 5.7 | 10.7 | 0.4 | 1.1 | **17.8** |
| *% ownership* | *57.5%* | *100.0%* | | *61.9%* | *100.0%* | *100.0%* | |
| **PATMI** | (3.2) | 5.6 | 2.4 | (0.8) | 0.4 | 1.1 | **3.0** |
| **Core PATMI** | (2.6) | 8.8 | 6.2 | 6.6 | 0.4 | 1.1 | **14.3** |
| **Core PATMI w/o Forex** | 1.3 | 9.0 | 10.3 | 6.3 | 0.1 | 0.9 | **17.6** |

***Notes:***

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- *Animal Protein Other (AP Other) – refers to the animal protein operations in Vietnam, India, Myanmar and China.*
- *Dairy – includes the operations in China, Indonesia and Southeast Asia.*
- *Consumer Food – includes the operations in Indonesia and Vietnam.*
- *Others - include corporate office, central purchasing office in Singapore and consolidation adjustments between segments.*
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- *Core PATMI from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding changes in fair value of biological assets attributable to owners of the parent (net of tax), and excluded extraordinary items (attributable to owners of the parent, net of tax) namely, a one-off gain from the disposal of asset held for sale in 2Q 2014 and a gain from the buyback of USD bonds in PT Japfa Tbk in FY2015.*
- *Core PATMI w/o Forex (Estimate) is derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. As the majority of the foreign exchange gains/losses are unrealised and arises from the translation of USD bonds in PT Japfa Tbk, which has no tax implication, we have not made an estimate of the tax impact on foreign exchange gains/losses. Accordingly this "Core PATMI w/o Forex (Estimate)" is to be viewed as an indicative number only.*

# Quarterly Segment Information – 1Q 2015

| JAPFA | 1Q 2015 | | | | | | |
|---|---|---|---|---|---|---|---|
| | ANIMAL PROTEIN | | | DAIRY | CONSUMER FOOD | Others | TOTAL |
| | TBK | AP Other | Total | | | | |
| External Revenue | 448.1 | 126.8 | 574.9 | 59.8 | 41.0 | 0.0 | **675.7** |
| Inter Segment Sales | 10.1 | 0.0 | 10.1 | 0.4 | 2.0 | (12.5) | **0.0** |
| **TOTAL REVENUE** | **458.2** | **126.8** | **585.0** | **60.2** | **43.0** | **(12.5)** | **675.7** |
| **GROSS PROFIT** | **52.4** | **17.1** | **69.5** | **22.2** | **12.6** | **2.9** | **107.2** |
| | *11%* | *13%* | *12%* | *37%* | *29%* | *-23%* | *16%* |
| **OPERATING PROFIT** | **7.8** | **9.0** | **16.9** | **13.2** | **0.7** | **0.6** | **31.5** |
| | *2%* | *7%* | *3%* | *22%* | *2%* | *-5%* | *5%* |
| **EBITDA** | **20.3** | **10.8** | **31.1** | **16.4** | **2.0** | **0.8** | **50.3** |
| | *4.4%* | *8.5%* | *5.3%* | *27.2%* | *4.8%* | *-6.5%* | *7.4%* |
| Depreciation & Amortization | (11.2) | (1.8) | (13.0) | (3.6) | (1.2) | (0.2) | **(18.1)** |
| Net Interest Expense | (12.0) | (0.6) | (12.6) | (2.4) | (1.3) | (0.6) | **(16.9)** |
| Fair Value Gain(Loss) Marketable Securities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | (0.2) | **(0.2)** |
| **PBT before Forex & BioA Valuation** | **(2.9)** | **8.4** | **5.5** | **10.4** | **(0.5)** | **(0.2)** | **15.1** |
| Forex Gain(loss) | (13.7) | (0.1) | (13.8) | (0.5) | 0.8 | (0.4) | **(13.9)** |
| Fair Value Gain(Loss) Bio A | 0.2 | 4.9 | 5.1 | 2.2 | 0.0 | 0.0 | **7.4** |
| **PBT** | **(16.4)** | **13.2** | **(3.2)** | **12.1** | **0.3** | **(0.6)** | **8.6** |
| Tax | (0.7) | (1.4) | (2.2) | 0.2 | (1.4) | (0.2) | **(3.6)** |
| **PAT** | (17.1) | 11.8 | (5.3) | 12.2 | (1.1) | (0.8) | **5.0** |
| **PAT w/o Bio A** | (17.3) | 7.9 | (9.4) | 10.0 | (1.1) | (0.8) | **(1.3)** |
| *% ownership* | *57.5%* | *100.0%* | | *61.9%* | *100.0%* | *100.0%* | |
| **PATMI** | (10.2) | 11.5 | 1.3 | 7.6 | (1.1) | (0.8) | **7.0** |
| **Core PATMI** | (10.3) | 7.6 | (2.6) | 6.2 | (1.1) | (0.8) | **1.6** |
| **Core PATMI w/o Forex** | (2.4) | 7.7 | 5.3 | 6.5 | (1.9) | (0.4) | **9.5** |

***Notes:***

- *Animal Protein - where PT.Japfa Comfeed Indonesia Tbk (TBK) is shown separately from Animal Protein Other (AP Other).*
- *Animal Protein Other (AP Other) – refers to the animal protein operations in Vietnam, India, Myanmar and China.*
- *Dairy – includes the operations in China, Indonesia and Southeast Asia.*
- *Consumer Food – includes the operations in Indonesia and Vietnam.*
- *Others - include corporate office, central purchasing office in Singapore and consolidation adjustments between segments.*
- *EBITDA = PBT net of interest income (expense), FV of bio assets and marketable securities, forex gain (loss), depreciation of fixed assets and amortization of intangible assets.*
- *Core PATMI from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding changes in fair value of biological assets attributable to owners of the parent (net of tax), and excluded extraordinary items (attributable to owners of the parent, net of tax) namely, a one-off gain from the disposal of asset held for sale in 2Q 2014 and a gain from the buyback of USD bonds in PT Japfa Tbk in FY2015.*
- *Core PATMI w/o Forex (Estimate) is derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. As the majority of the foreign exchange gains/losses are unrealised and arises from the translation of USD bonds in PT Japfa Tbk, which has no tax implication, we have not made an estimate of the tax impact on foreign exchange gains/losses. Accordingly this "Core PATMI w/o Forex (Estimate)" is to be viewed as an indicative number only.*

# Quarterly Segment Information – 4Q 2014

| | 4Q 2014 | | | | | | |
|---|---|---|---|---|---|---|---|
| | ANIMAL PROTEIN | | | DAIRY | CONSUMER FOOD | Others | TOTAL |
| | TBK | AP Other | Total | | | | |
| External Revenue | 459.2 | 139.4 | 598.6 | 59.9 | 46.3 | 0.6 | **705.4** |
| Inter Segment Sales | 10.2 | 0.0 | 10.2 | 0.5 | 2.1 | (12.8) | **0.0** |
| **TOTAL REVENUE** | **469.5** | **139.4** | **608.9** | **60.4** | **48.3** | **(12.2)** | **705.4** |
| **GROSS PROFIT** | **65.8** | **20.8** | **86.6** | **20.9** | **15.0** | **3.3** | **125.8** |
| | *14%* | *15%* | *14%* | *35%* | *31%* | *-27%* | *18%* |
| **OPERATING PROFIT** | **21.8** | **13.8** | **35.6** | **9.0** | **1.8** | **0.2** | **46.7** |
| | *5%* | *10%* | *6%* | *15%* | *4%* | *-2%* | *7%* |
| **EBITDA** | **33.6** | **14.7** | **48.3** | **11.0** | **1.9** | **(0.0)** | **61.1** |
| | *7.2%* | *10.5%* | *7.9%* | *18.1%* | *3.9%* | *0.2%* | *8.7%* |
| Depreciation & Amortization | (11.5) | (1.4) | (12.9) | (3.1) | (1.2) | 0.3 | **(16.9)** |
| Net Interest Expense | (14.5) | (0.7) | (15.2) | (2.2) | (1.5) | (0.8) | **(19.6)** |
| Fair Value Gain(Loss) Marketable Securities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | (0.2) | **(0.2)** |
| **PBT before Forex & BioA Valuation** | **7.6** | **12.6** | **20.1** | **5.7** | **(0.7)** | **(0.7)** | **24.4** |
| Forex Gain(loss) | (4.6) | (0.2) | (4.8) | 0.3 | 0.1 | (0.2) | **(4.6)** |
| Fair Value Gain(Loss) Bio A | (2.5) | (19.7) | (22.2) | (12.8) | 0.0 | 0.0 | **(35.0)** |
| **PBT** | **0.4** | **(7.3)** | **(6.9)** | **(6.8)** | **(0.6)** | **(0.9)** | **(15.3)** |
| Tax | (2.8) | 4.9 | 2.1 | 0.4 | (3.5) | (0.3) | **(1.2)** |
| **PAT** | (2.4) | (2.4) | (4.7) | (6.4) | (4.1) | (1.2) | **(16.5)** |
| **PAT w/o Bio A** | (0.3) | 13.0 | 12.6 | 6.2 | (4.1) | (1.2) | **13.5** |
| *% ownership* | *57.5%* | *100.0%* | | *61.9%* | *100.0%* | *100.0%* | |
| **PATMI** | (1.3) | (3.0) | (4.3) | (3.9) | (4.4) | (1.2) | **(13.9)** |
| **Core PATMI** | (0.2) | 12.4 | 12.2 | 3.9 | (4.4) | (1.2) | **10.4** |
| **Core PATMI w/o Forex** | 2.4 | 12.6 | 15.0 | 3.7 | (4.5) | (1.0) | **13.2** |

***Notes:***

- *Animal Protein - where PT.Japfa Comfeed Indonesia Tbk (TBK) is shown separately from Animal Protein Other (AP Other).*
- *Animal Protein Other (AP Other) – refers to the animal protein operations in Vietnam, India, Myanmar and China.*
- *Dairy – includes the operations in China, Indonesia and Southeast Asia.*
- *Consumer Food – includes the operations in Indonesia and Vietnam.*
- *Others - include corporate office, central purchasing office in Singapore and consolidation adjustments between segments.*
- *EBITDA = PBT net of interest income (expense), FV of bio assets and marketable securities, forex gain (loss), depreciation of fixed assets and amortization of intangible assets.*
- *Core PATMI from "Profit Attributable to Owners of the Parent, Net of Tax" by excluding changes in fair value of biological assets attributable to owners of the parent (net of tax), and excluded extraordinary items (attributable to owners of the parent, net of tax) namely, a one-off gain from the disposal of asset held for sale in 2Q 2014 and a gain from the buyback of USD bonds in PT Japfa Tbk in FY2015.*
- *Core PATMI w/o Forex (Estimate) is derived from Core PATMI by excluding foreign exchange gains/losses (before tax) attributable to the owners of the parent. As the majority of the foreign exchange gains/losses are unrealised and arises from the translation of USD bonds in PT Japfa Tbk, which has no tax implication, we have not made an estimate of the tax impact on foreign exchange gains/losses. Accordingly this "Core PATMI w/o Forex (Estimate)" is to be viewed as an indicative number only.*

JAPFA

# Thank You

