

PT JAPFA COMFEED INDONESIA Tbk



INVESTOR PRESENTATION 9M2025



Pertumbuhan yang Kuat dan Berkelanjutan
Sustainable and Strong Growth



Index

Company Overview

Key Investment Highlights

Financial and Operational Highlights



COMPANY
OVERVIEW

Company Overview

Core competencies across the value chain

VERTICALLY INTEGRATED BUSINESS MODEL



Industrialized approach drives operational and financial benefits

A Scale

- 2nd largest feed and DOC producer in Indonesia with significant scale across the value chain:
 - ✓ 15 feed mills, 78 breeding farms and 30 hatcheries across Indonesia.
 - ✓ Around 120 company farms and +/- 9,000 contract farms.
- Centralized procurement of raw materials with the broader Japfa Group.

C Biosecurity and Animal Health

- Advanced biosecurity measures for disease prevention and control, comprising (i) isolation; (ii) sanitation and disinfection; and (iii) traffic control.
- Stringent process adherence to prevent diseases.
- In-house vaccine R&D and production unit, PT Vaksindo, improves efficacy and shortens response time to disease outbreaks.

B Technology and Genetics

- Exclusive relationship with Aviagen (on broilers) for the sourcing of grandparent stock with superior genetics which is tailored for the Indonesian climate
- Advanced feed technology for quality control and optimal feed conversion ratios.
- Modern farming techniques and industry best practices to further drive efficiency.

D Standardization

- Ability to replicate farming best practices and infrastructural design across feed mills, breeding farms and hatcheries.
- Mechanized production processes and established SOPs allow for consistency.
- Opportunity to tap human resources across the Japfa Group facilitates standardization.

Japfa: Well positioned for long-term growth

Poultry leader in Indonesia



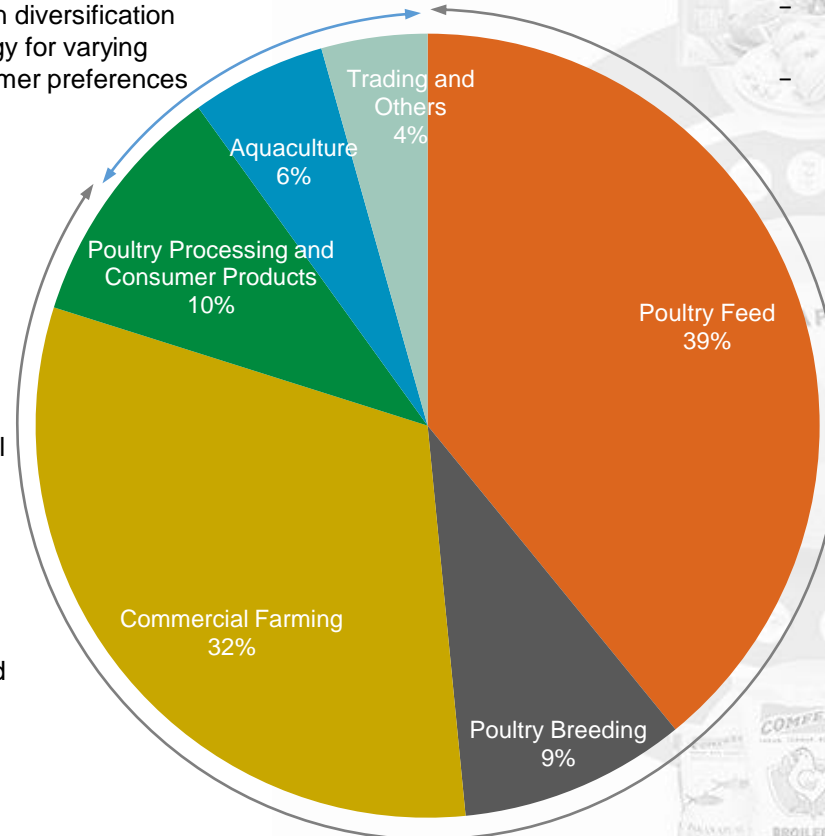
- Aquaculture is primarily a feed business with some farming overlay
- Protein diversification strategy for varying consumer preferences



- DOC and Commercial Farming help drive sales volume for feed business
- Shift downstream via investment in slaughterhouses in order to reduce exposure to fluctuating farm gate prices.
- PT So Good Food (SGF) provides vertical integration to the overall operation, as SGF is known for among others:
 - (i) leading brands for consumer food
 - (ii) established network of marketing channels
 - (iii) has the experience, in-depth knowledge and leading technology in food processing and product marketing.



- 2nd largest poultry feed producer in Indonesia
- Core business and stable segment of the value chain
- Cost plus pricing model provides the Company with the ability to pass on most commodity and foreign exchange currency movements



Poultry-related activity:
90% of total revenue
Stable and growing core business

FY 2024 revenue: IDR 85.6 Trillion

Diversification efforts to position company for long-term growth



- 2nd largest day-old chick ("DOC") producer in Indonesia

Growing responsibly

- Japfa’s animal protein business in Indonesia showed strong sales growth in the 2010 – 2014 period driven by strong poultry demand, which then stagnated in the 2014 – 2015 period. After the down-cycle, Japfa’s poultry business resumed growth in 2016
- New and non-essential Capex was frozen in 2020 and 2021 due to the impact of covid.
- Japfa’s annual capex budget is primarily based on management’s expectations of market demand growth. However, we have the flexibility to adjust our capex spending roll-out during the course of the year because we “build small boats, not big ships” in our animal protein business. This allows Japfa to prudently manage cash flows.

Strong annual growth for 4 year period

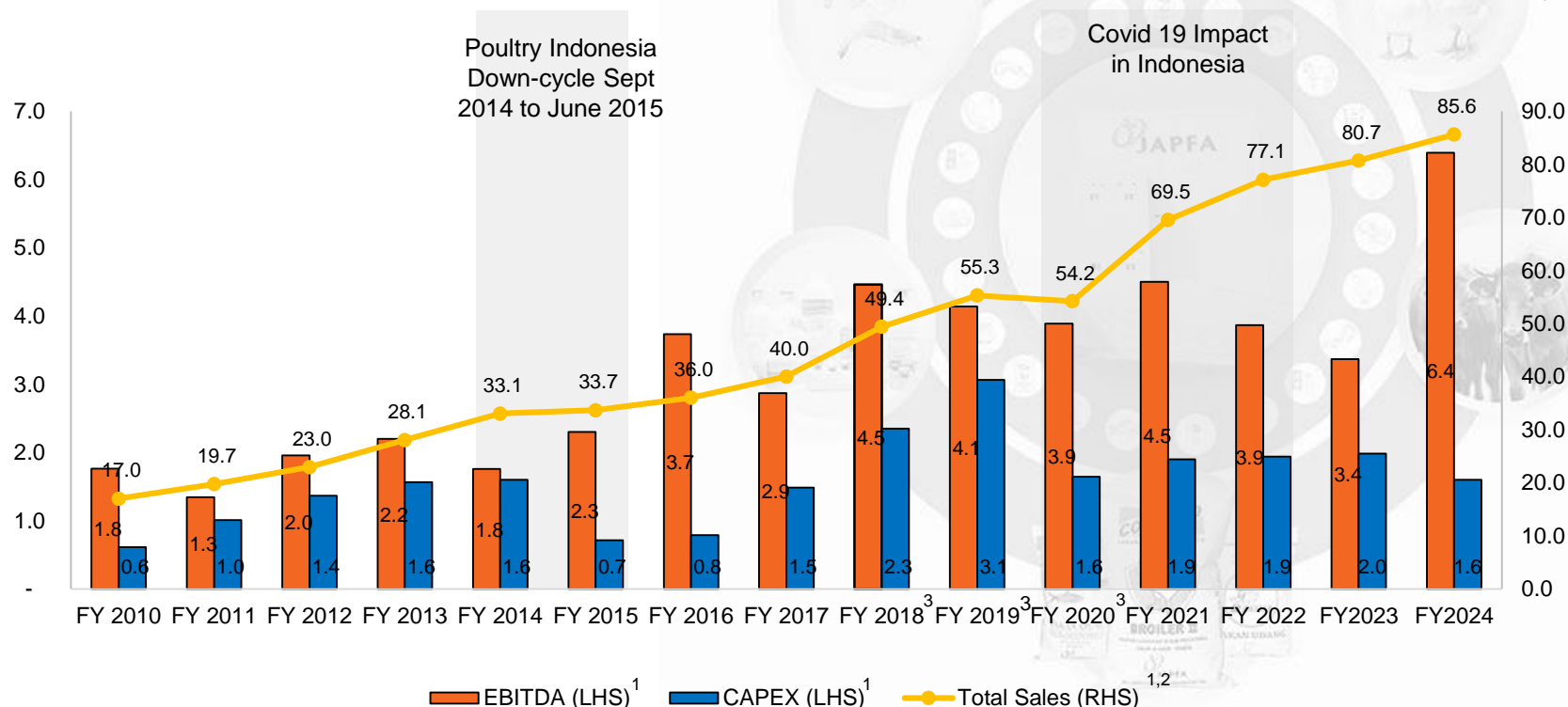
Stagnant demand

Strong Growth

Demand Adjusted

IDR trillion

IDR trillion



Notes:

¹ EBITDA, CAPEX, and Total Sales refer to PT Japfa Tbk consolidated financial statements

² Total Sales includes inter-segment sales within PT Japfa Tbk

³ Certain prior periods' figures have been restated to conform with the presentation in the audited consolidated financial statements as of and for the year ended 31 December 2020



**KEY INVESTMENT
HIGHLIGHTS**

Investment highlights

1 Attractive industry dynamics driven by strong structural growth in protein consumption

2 Leading integrated poultry national champion with nationwide footprint

3 Core feed business offers stable profitability

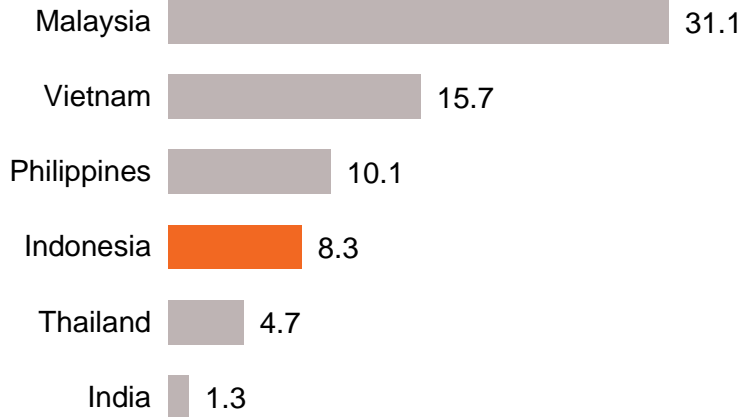
4 Industrialised Business Model: Leading Market Positions

5 Experienced and tenured management team

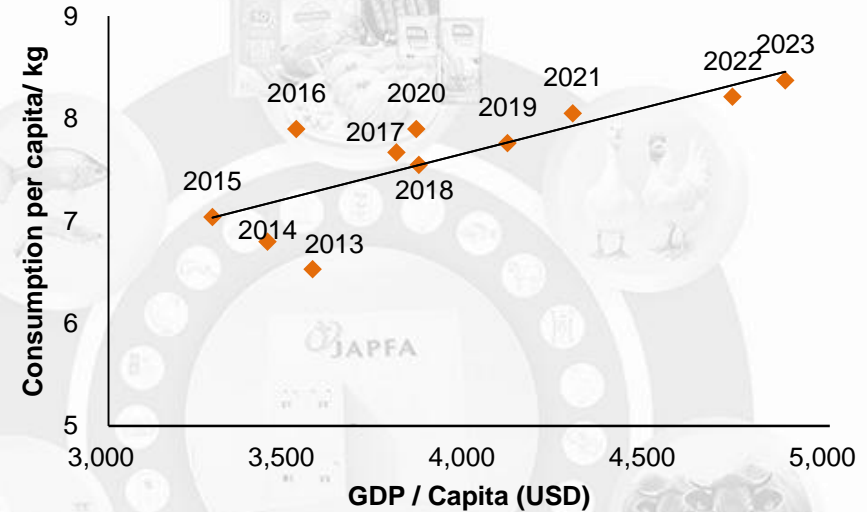


Poultry Meat Consumption per capita in Asia

(kg per capita – 2024)



Poultry meat consumption has increased in tandem with GDP in Indonesia

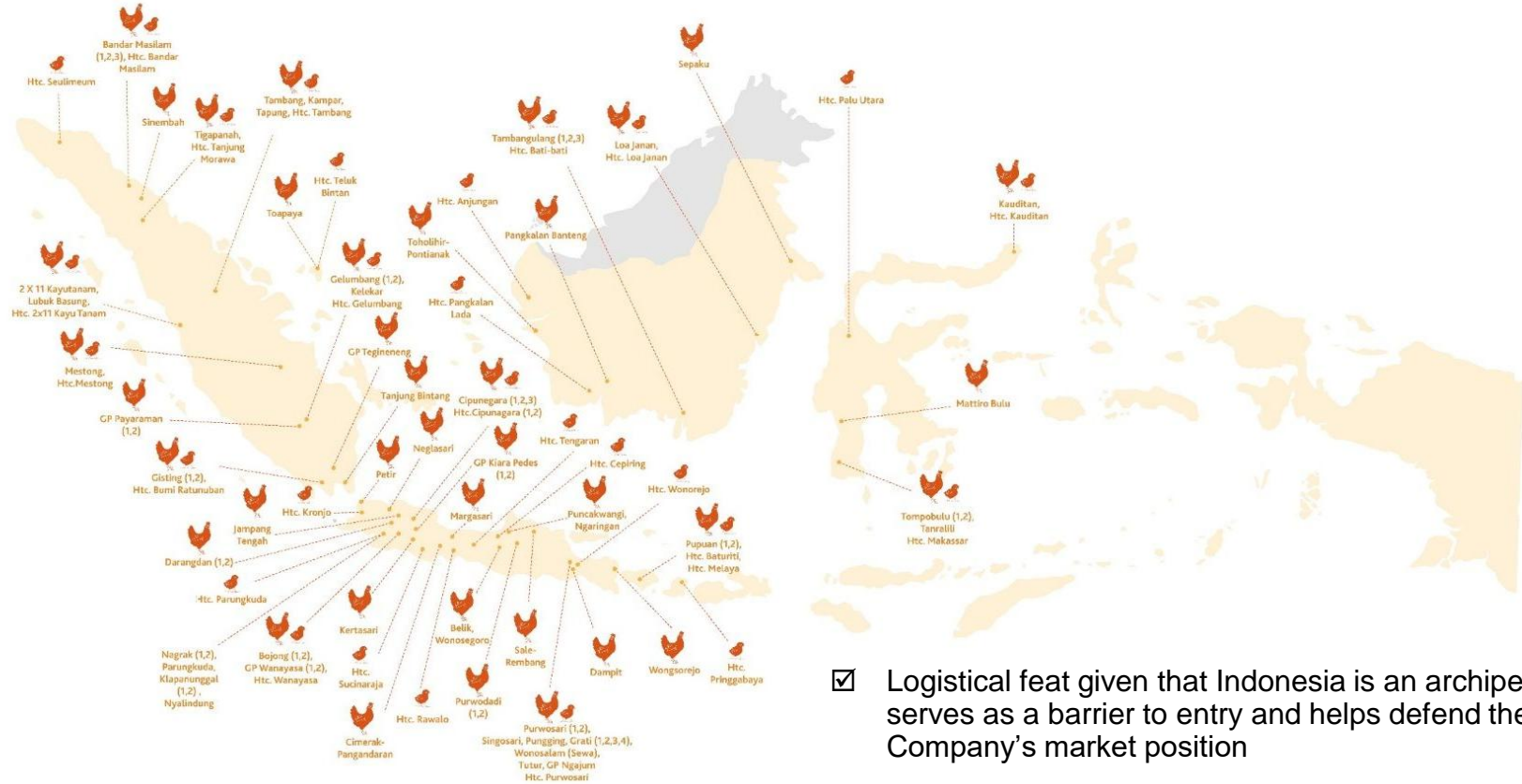


- Ample room for sustained growth in business locations with some of the lowest poultry consumption per capita rates in Asia.
- “Meat-of-choice” given poultry’s relative affordability, religious neutrality, consumer preference and increasing penetration and popularity of quick service restaurants.
- Potential upside as diets evolve to include more meat-based protein from the currently carbohydrate-heavy diets.
- From 2013 to 2023, the poultry meat consumption per capita growth in Indonesia outpaced Indonesia’s GDP per capita, recording a 3.2% CAGR growth and 2.5% CAGR growth over the period respectively.

2

Well-established market leader in the Indonesian animal protein sector

Nationwide footprint with presence in all major islands



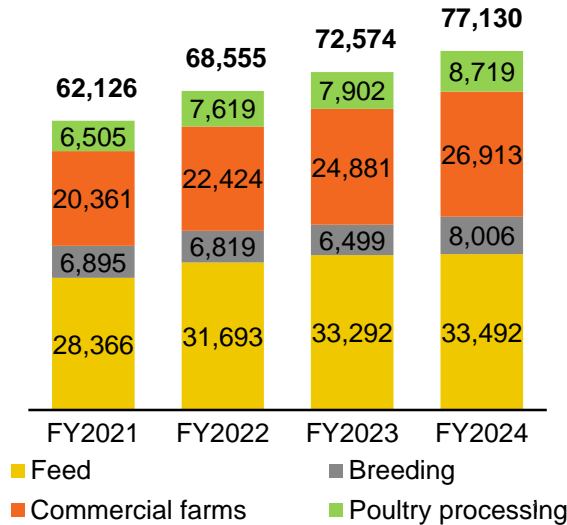
- ✓ Significant economies of scale given procurement volume of raw materials, especially in conjunction with the broader Japfa Group
- ✓ Heritage of more than 50 years in the poultry industry provides brand recognition

- ✓ Logistical feat given that Indonesia is an archipelago; serves as a barrier to entry and helps defend the Company's market position
- ✓ Wide geographical reach offers unparalleled access to both poultry farmers and domestic corn producers
- ✓ Key to tapping pockets of demand across the country given the highly localized market, which is a result of (i) preference for live birds; and (ii) underdeveloped cold chain and transportation infrastructure

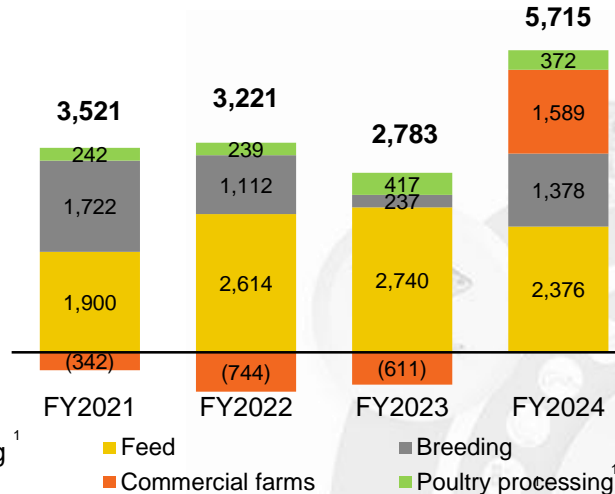
Segmental Trends: PT Japfa Tbk (Poultry)



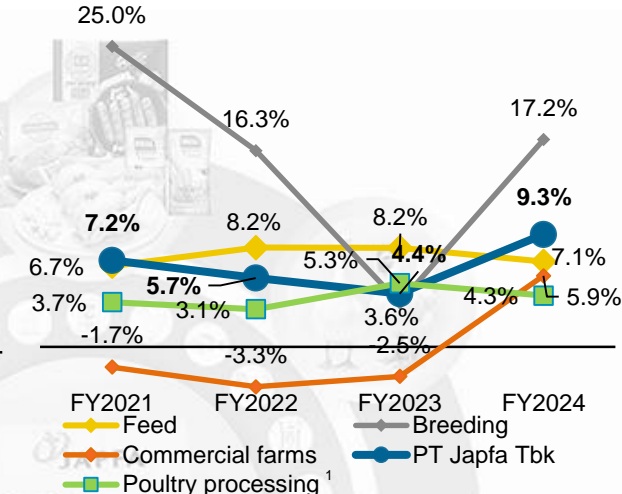
Revenue (IDR Billion)



Operating Profit (IDR Billion)



Operating Profit Margin (%)



Feed business continues to be a stable pillar of profitability in PT Japfa Tbk

- The poultry business (feed, breeding and commercial farms) represents the bulk of PT Japfa Tbk's revenue
- We are generally able to pass on raw material costs increases in our feed selling prices, as reflected in our feed operating margins, even during the periods of Rupiah volatility and the poultry market downturn. Since 2021, margins were impacted by higher raw materials prices and transportation costs globally
- In 2021, we recorded higher revenue on the back of higher sales volumes. Although margins have tightened, profitability has improved on the back of strong growth in volumes
- In 2022 and 2023, the impact of inflation has reduced consumer purchasing power and demand for chicken. This resulted in a prolonged demand and supply imbalance in DOCs and broilers over these years
- The exceptional FY2024 operating profit and operating profit margin resulted from a consistent performance in each of the four quarters arising from stable poultry prices throughout the year

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

1. Poultry Processing refers to Poultry Processing and Consumer Products

Leading Pan-Asian Industrialised Agri-Food Company



WHAT WE DO

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



WHERE WE ARE

We employ over 37,000 people across Singapore, Indonesia, Vietnam, Myanmar, India and Bangladesh



WHY WE DO IT

1.7 billion people living in our target markets
More than 20% of the world's total population

Pure-play integrated animal protein producer dedicated to Feeding Emerging Asia

4 Industrialised Business Model: Leading Market Positions

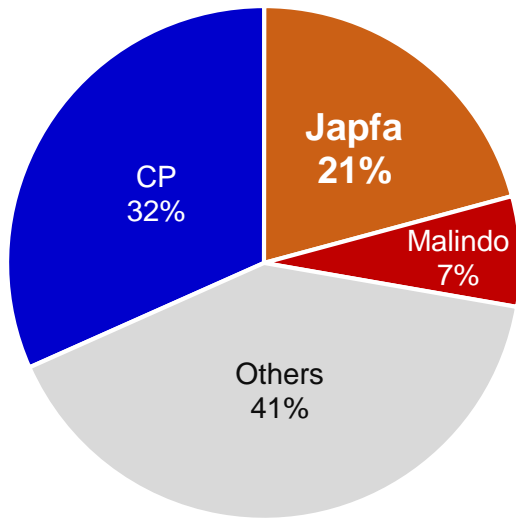
Leading upstream regional market positions

| | | | |
|--------------------------------------|---------|-----|----|
| DOC Production ¹ | Vietnam | 19% | #3 |
| Poultry Feed Production ¹ | Myanmar | 27% | #2 |
| DOC Production ¹ | Myanmar | 18% | #2 |

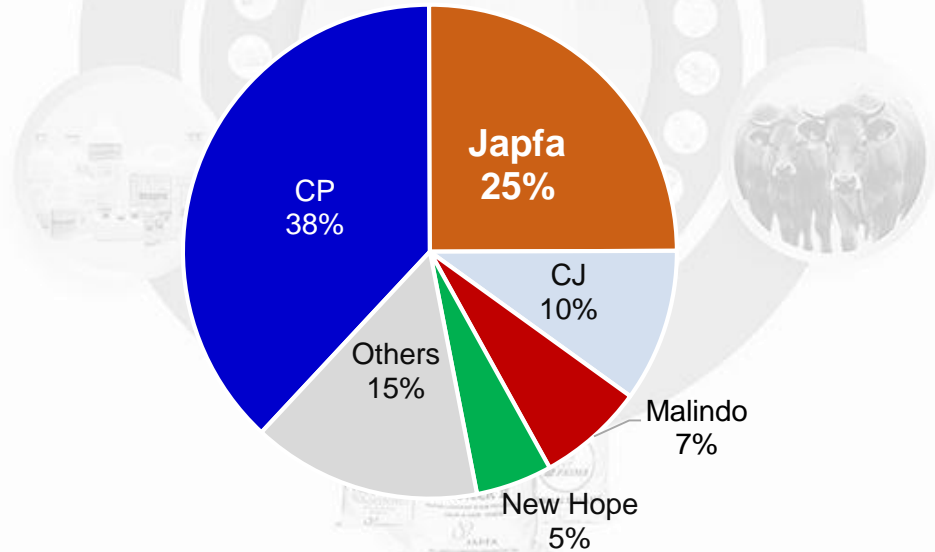


2nd largest Indonesian poultry feed and DOC producer²

Poultry feed production capacity market share (%)



DOC production capacity share (%)



¹Company's own estimate, 2024 data

²Frost & Sullivan Analysis, 2021 data

5

Experienced and tenured management team

Proven track record of guiding the Company through various cycles



• Board of Commissioners*

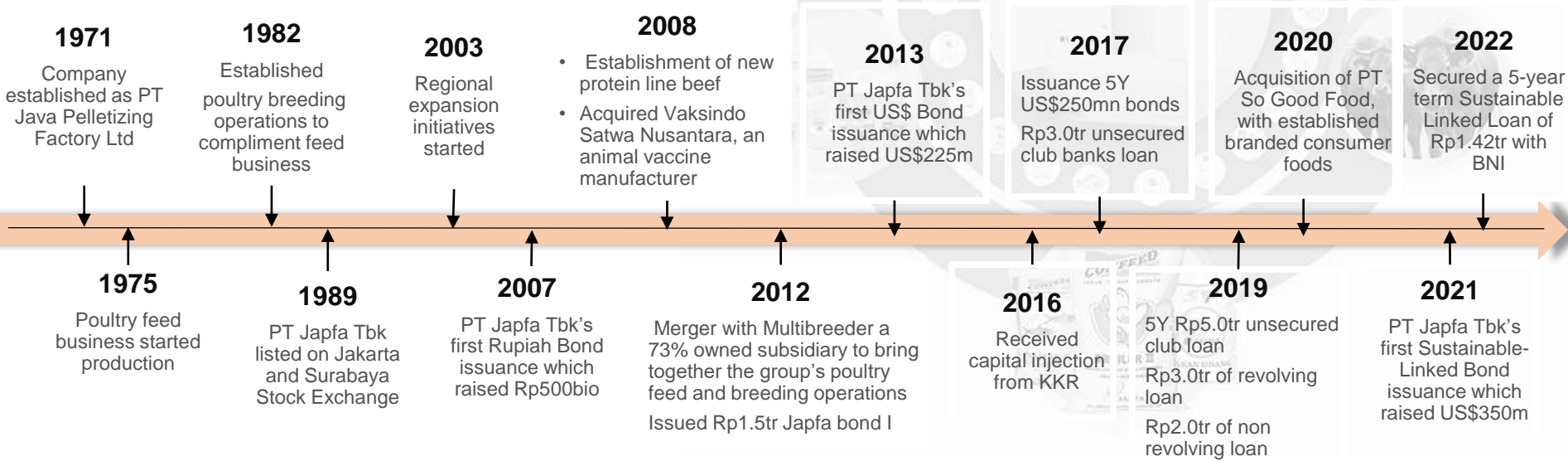
| | | | | | | | | | |
|--|---|---|--|---|---|---|--|---|---|
|  | Syamsir Siregar President Commissioner Year of agri experience: 19 |  | Bambang Budi Hendarto Vice President Commissioner Year of agri experience: 45 |  | Hendrick Kolonas Commissioner Year of agri experience: 28 |  | Antonius Harwanto Suryo Sembodo Commissioner Year of agri experience: 45 |  | Ito Sumardi Djuni Sanyoto Independent Commissioner Year of Agri experience: 11 |
|--|---|---|--|---|---|---|--|---|---|

• Board of Directors*

| | | | | | | | | | |
|---|---|---|--|---|---|---|--|---|--|
|  | Renaldo Santosa President Director Year of agri experience: 14 |  | Tan Yong Nang Vice President Director Year of agri experience: 16 |  | Gabriella Santosa Director Year of agri experience: 9 |  | Leo Handoko Laksono Director Year of agri experience: 35 |  | Rachmat Indrajaya Director Year of agri experience: 16 |
|---|---|---|--|---|---|---|--|---|--|

• Timeline of PT Japfa Tbk: >50 years of 'best-in-class' poultry production

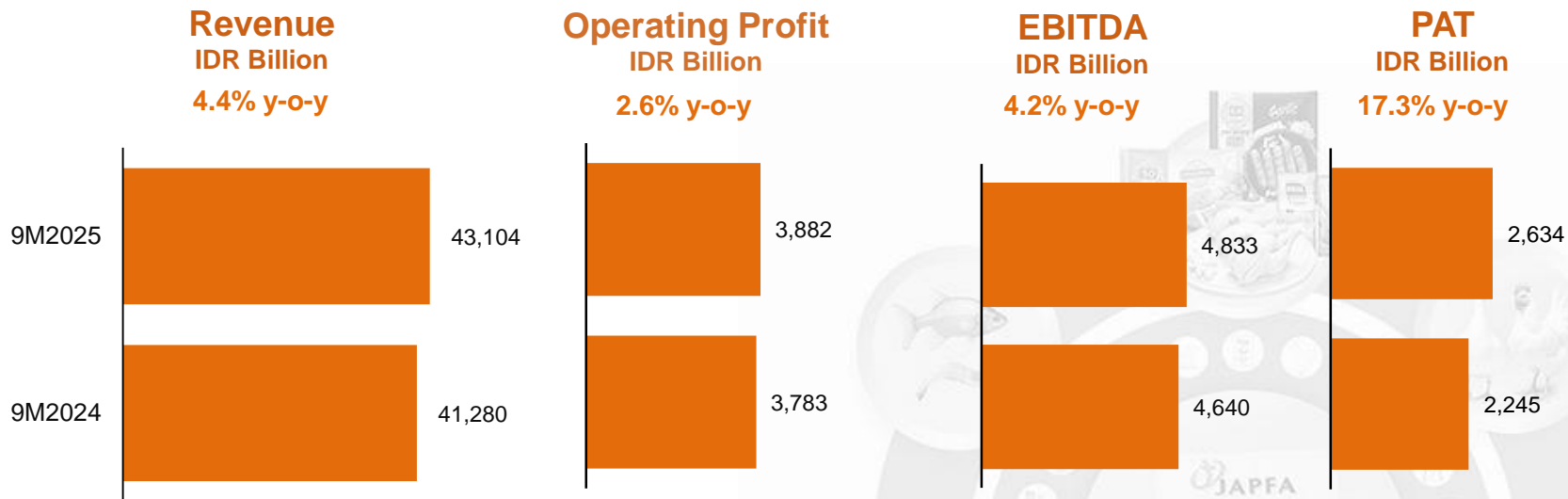
*BOC and BOD as at 30 September 2025





**FINANCIAL AND
OPERATIONAL
HIGHLIGHTS**

PT Japfa Tbk – Financial Performance

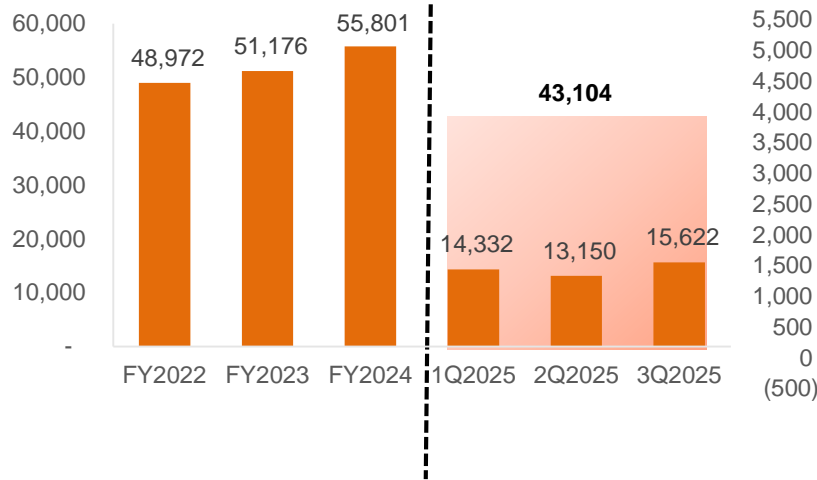


Overall performance in 9M2025 is largely in line with last year

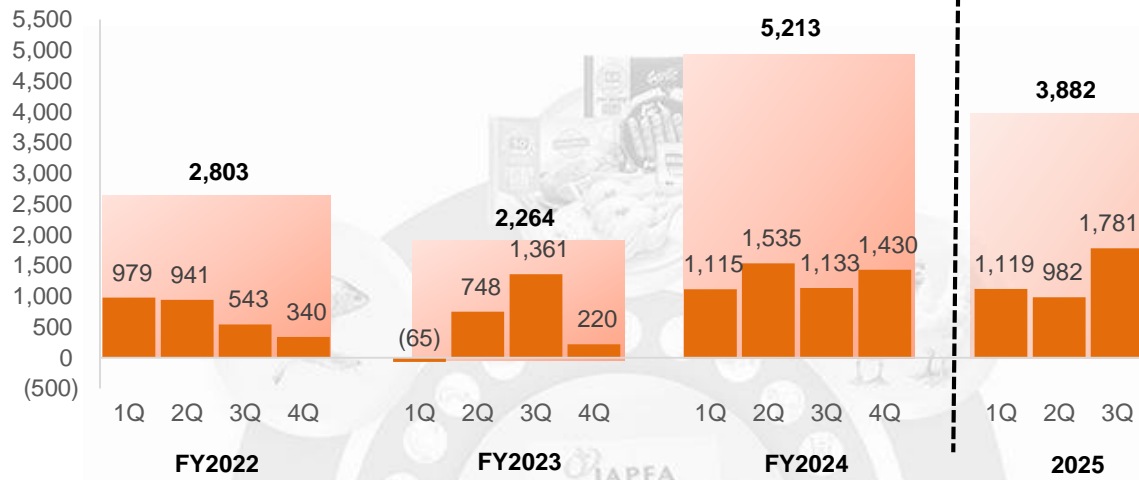
- Feed remains a pillar of profitability, with fairly stable margins y-o-y.
- Poultry prices in 3Q2025 recovered after a weaker second quarter.
- Feed raw materials costs were lower y-o-y mainly due to a reduction in SBM cost prices.
- The lower feed costs had the effect of reducing COGS for DOCs and broiler.
- Overall, the 9M2025 performance is largely in line with last year.

PT Japfa Tbk : Managing Cyclicity

Revenue
IDR Billion



Operating Profit
IDR Billion



Cost-of-living pressures

Covid-19

Quarterly cyclicity tends to even out – long-term prospects of protein consumption remain solid

- DOC and broiler prices are prone to fluctuation according market demand/supply dynamics. This affects ASPs and profitability, as reflected in the fluctuation of operating profit between quarters.
- Global macro-economic factors add to market dynamics:
 - High raw material costs in FY2022 and FY2023
 - In FY2022, inflationary pressures started affecting consumer purchasing power, causing cost-of-living pressures
 - This resulted in a prolonged demand and supply imbalance in DOCs and broilers in FY2022 and FY2023
- A more balanced demand/supply dynamic has resulted in stable poultry prices throughout FY2024 as reflected by a consistent performance in each of the four quarters.
- The Operating Profit for 9M2025 has exceeded the full year of 2022 and 2023.

PT Japfa Tbk: Growth plans

An established platform with more than 50 years experience

- Leading market position: second largest poultry company
- Economies of scale: cost advantage
- Feed: a pillar of profitability

Proven ability to navigate agri-business cyclicalities

Future growth drivers:

- Downstream business: The Company will continue to strengthen its downstream business through the development of its poultry processing and consumer products business, as well as encourage retail sales growth through its retail outlets both offline and online.
- Aquaculture
- Vaksindo

Global Environment

Challenging times

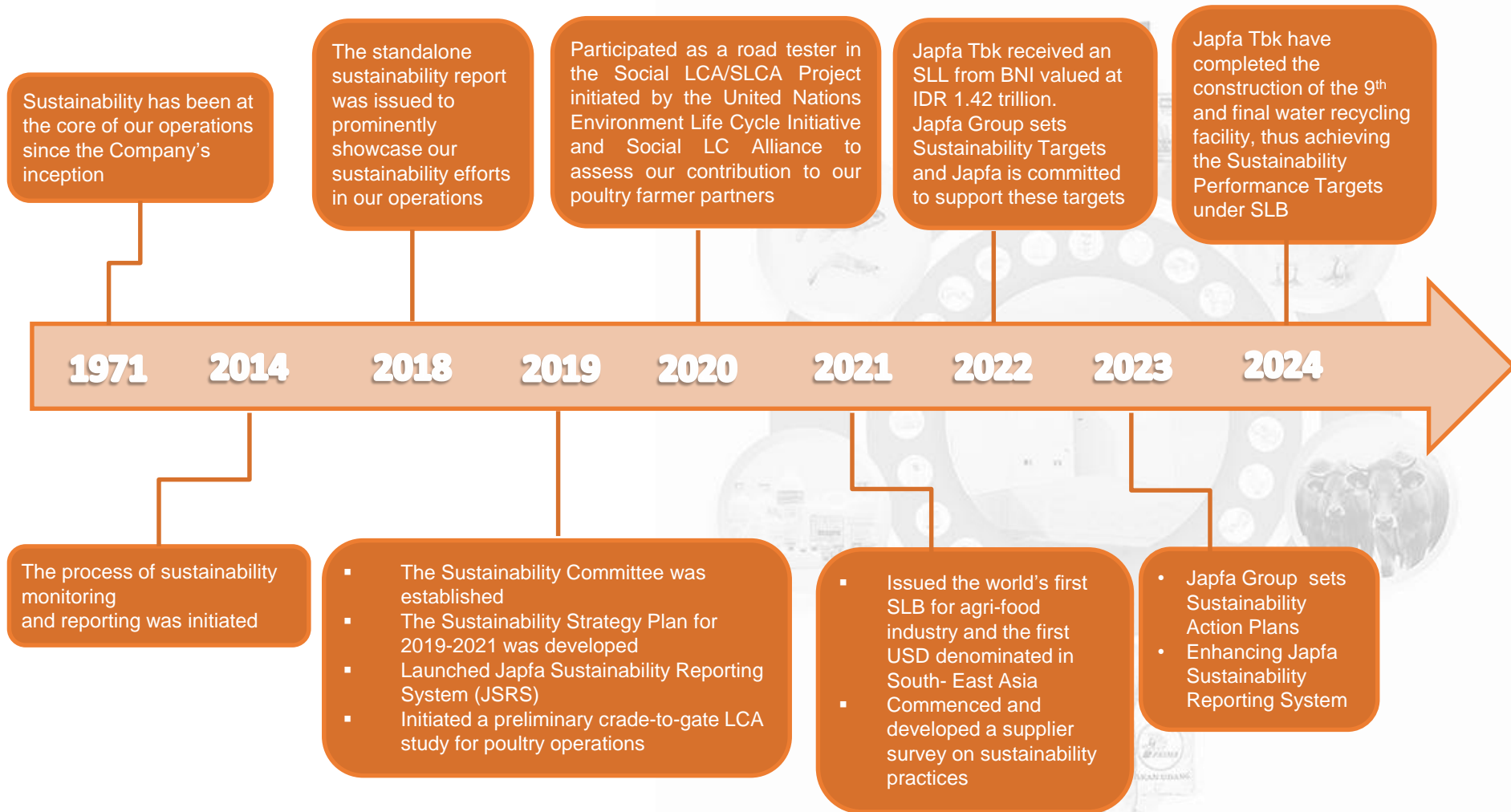
- Renewed trade tensions and geo-political instability are impacting economies worldwide, potentially disrupting supply chains and commodities prices.
- Cost-of-living pressures continue to affect household spending and consumer purchasing power.

Riding through cycles

- These macroeconomic factors are largely outside our control.
- We have demonstrated resilience through past crises, including the Covid-19 pandemic, through our ability to nimbly respond to challenging market conditions. We have held back on non-essential capex and recalibrated our growth plans
- As Japfa produces affordable staple proteins, baseline demand for our products is expected to remain stable. In addition, the long-term prospects for protein consumption growth in emerging Asia remain favourable.
- As our business model prioritises local production for local consumption, our operations are largely cushioned from trade restrictions, including tariffs.

**By being one of the most efficient and lowest cost producers
Japfa is able to ride through down-cycles**

Japfa Sustainability Journey



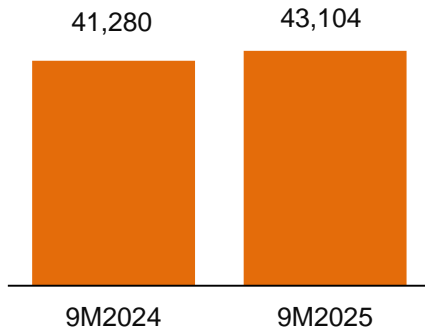
Our mission to be a leading dependable provider of affordable protein foods is aligned to **the United Nations Sustainable Development Goal (SDG) No.2: Zero Hunger**

Proven financial track record



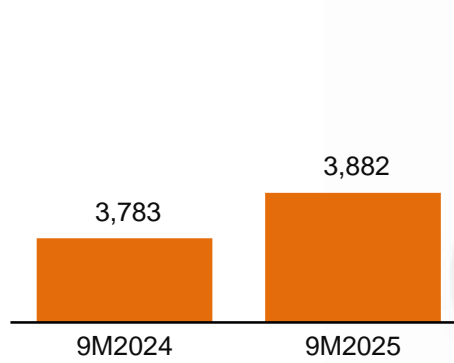
Net Revenues

(IDR Billion)



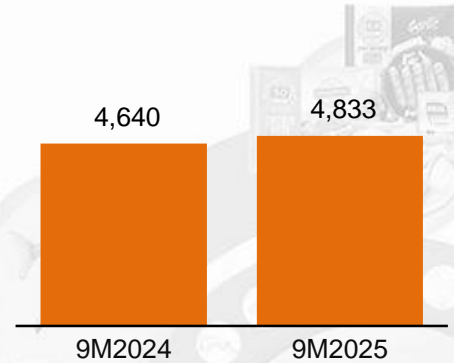
Operating Profit

(IDR Billion)



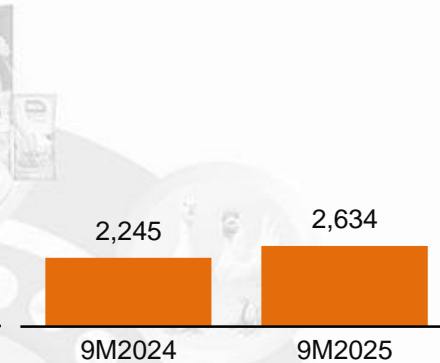
EBITDA

(IDR Billion)



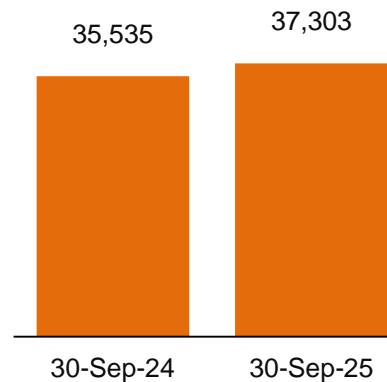
Net Profit

(IDR Billion)

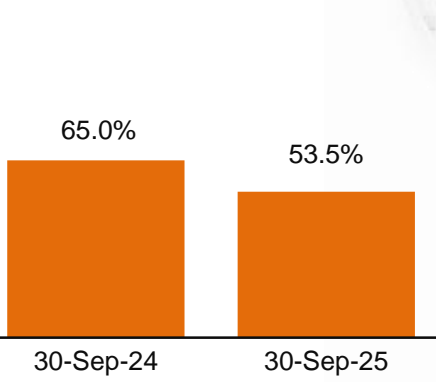


Total Assets

(IDR Billion)

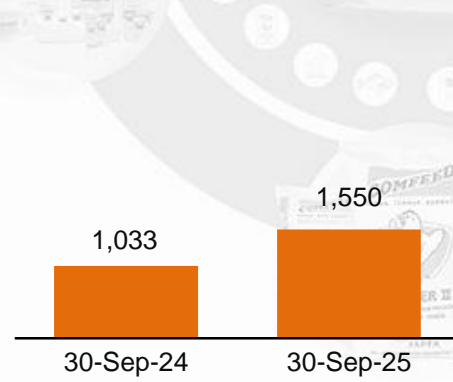


Net Debt / Equity (%)



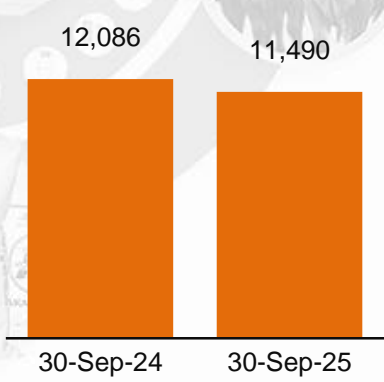
CAPEX

(IDR Billion)



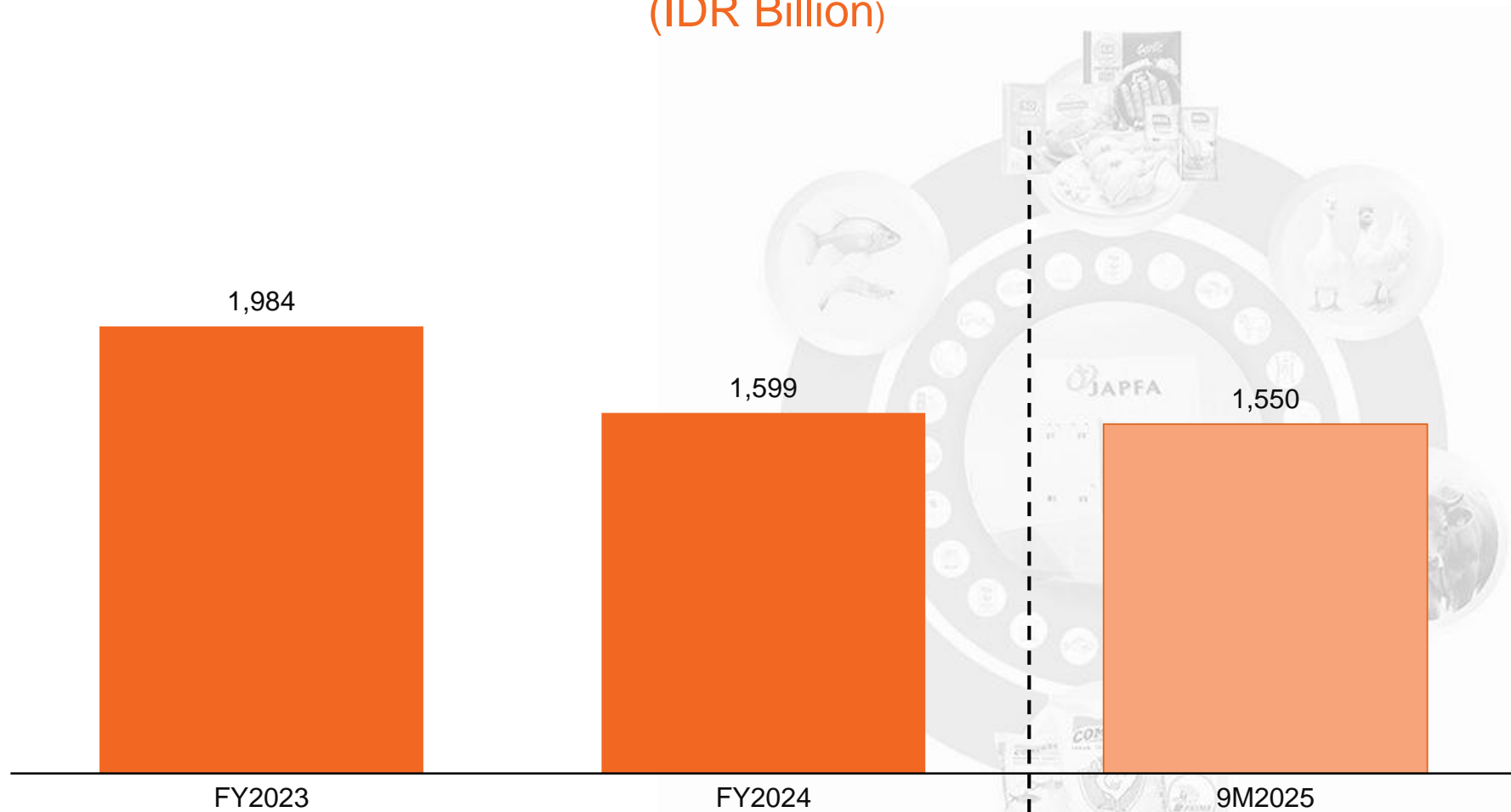
Total Interest Bearing Debt

(IDR Billion)



Capex

(IDR Billion)



Thank You

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