

**PT JAPFA COMFEED INDONESIA Tbk**



**INVESTOR  
PRESENTATION  
FY 2019**

# Agenda

**Company Overview**

**Key Investment Highlights**

**Financial and Operational Highlights**

## Company Overview



# Company overview

Core competencies across the value chain





# Industrialized approach drives operational and financial benefits

## A Scale

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- 2<sup>nd</sup> largest feed and DoC producer in Indonesia with significant scale across the value chain:
  - ✓ 18 feed mills, 78 breeding farms and 27 hatcheries across Indonesia
  - ✓ Over 100 company farms and over 10,000 contract farms
- Centralized procurement of raw materials with the broader Japfa Group

## C Biosecurity & animal health

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- 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 & genetics

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- Exclusive relationship with Aviagen 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

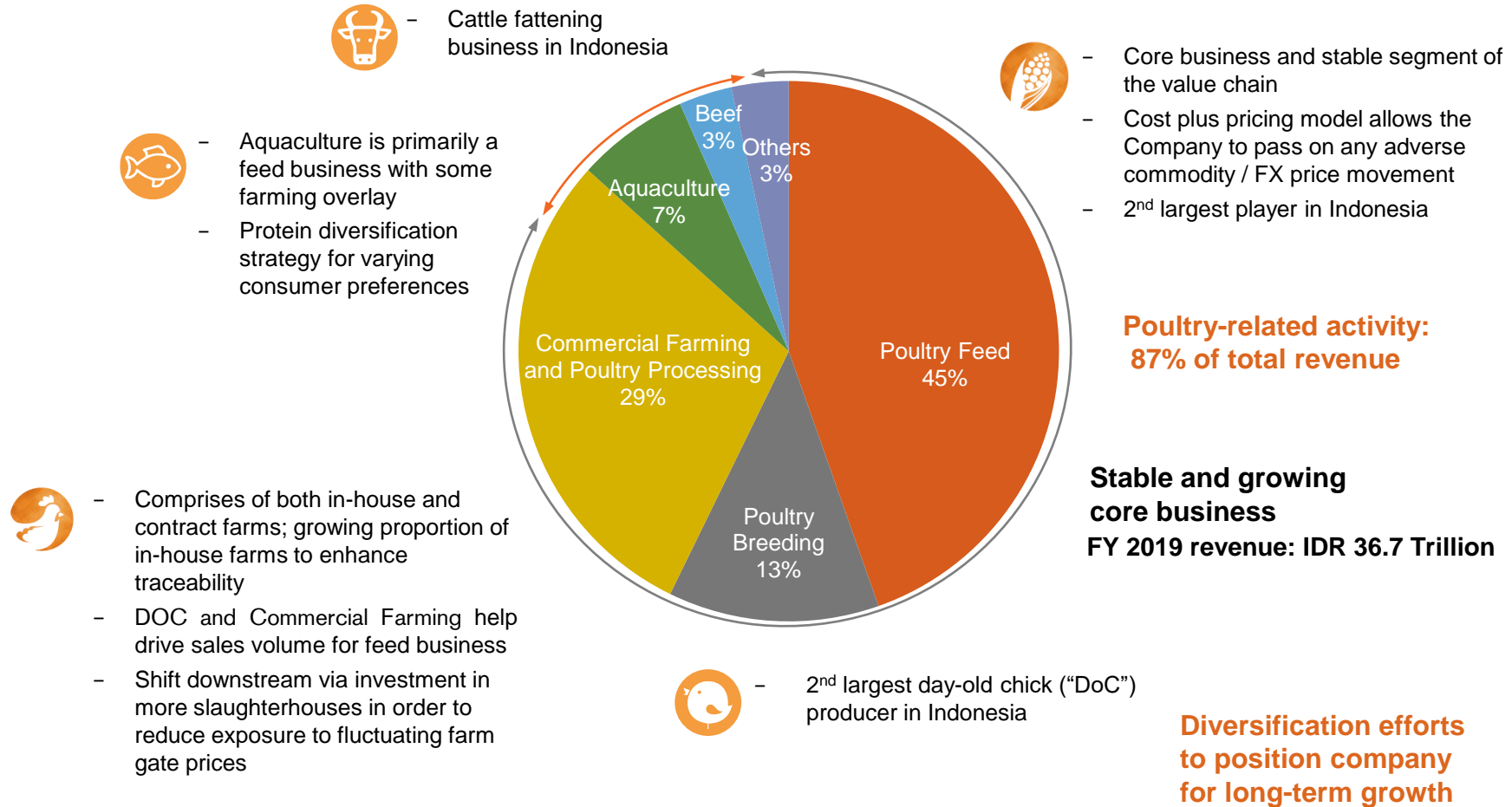
## D Standardization

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- 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

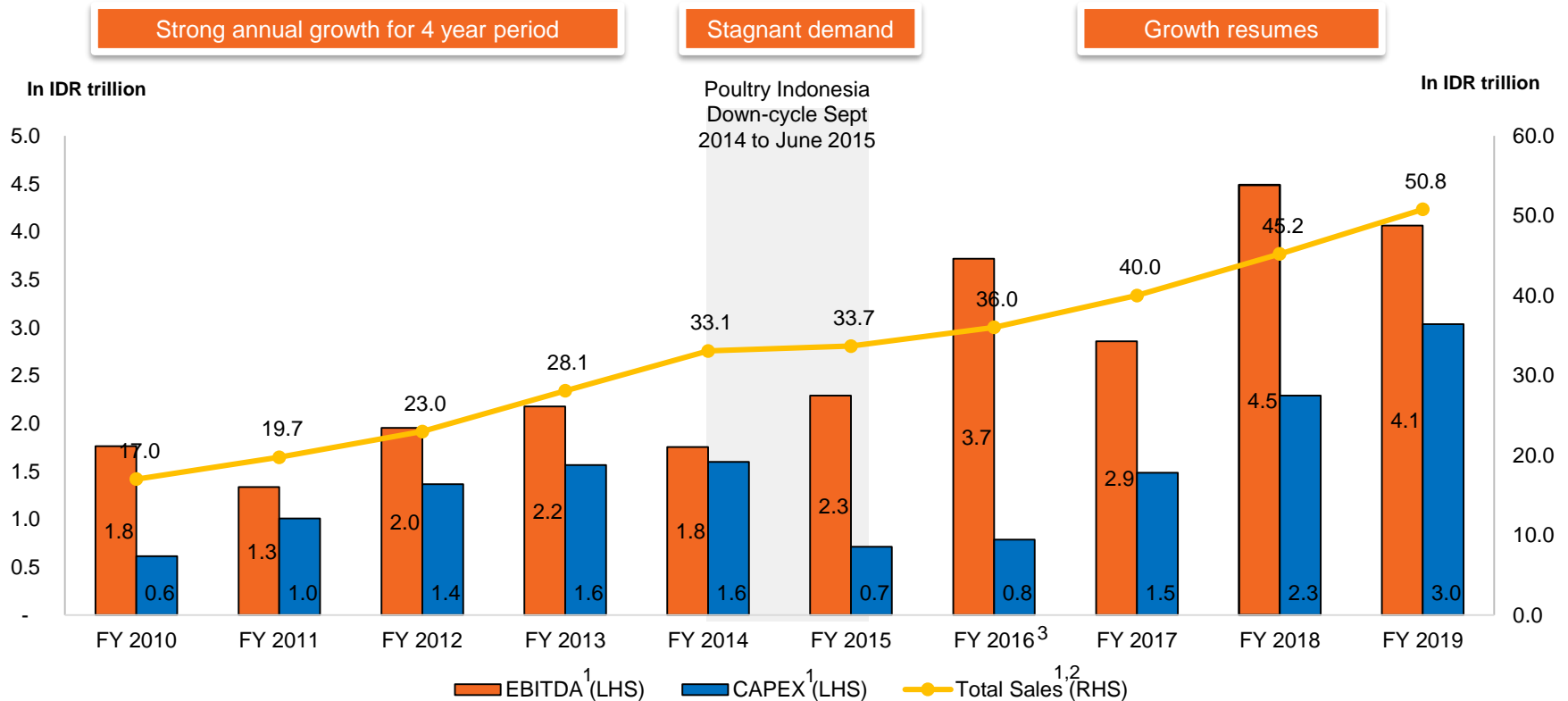
## Poultry leader with growing presence in other proteins



Note: The % sales contributions from operational segments shown above are based on gross sales, which exclude elimination adjustments between segments.

# 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.
- 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.



Notes:

<sup>1</sup> EBITDA, CAPEX, and Total Sales refer to PT Japfa Tbk consolidated financial statements

<sup>2</sup> Total Sales includes inter-segment sales within PT Japfa Tbk

<sup>3</sup> Certain prior years' figures have been restated to conform with the presentation in the 2016 consolidated financial statement



## 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 Leading Market Positions in Multiple Protein Staples
- 5 Experienced and tenured management team

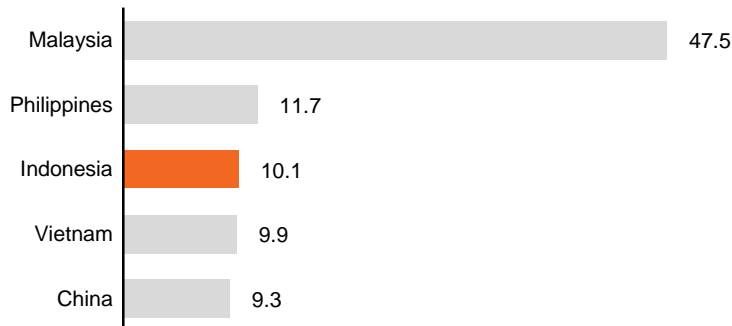
1

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

- ✓ Ample room for sustained growth in business locations with one of the lowest poultry consumption per capita rates in Asia.
- ✓ Strong projected growth in GDP per capita to underpin growing protein consumption
- ✓ “Meat-of-choice” given poultry’s relative affordability, religious neutrality, consumer preference and increasing penetration and popularity of quick service restaurants
- ✓ Potential upside as Indonesians’ diet evolve to include more meat-based protein from the currently carbohydrate-heavy diets

## Poultry Meat Consumption per capita in Asia

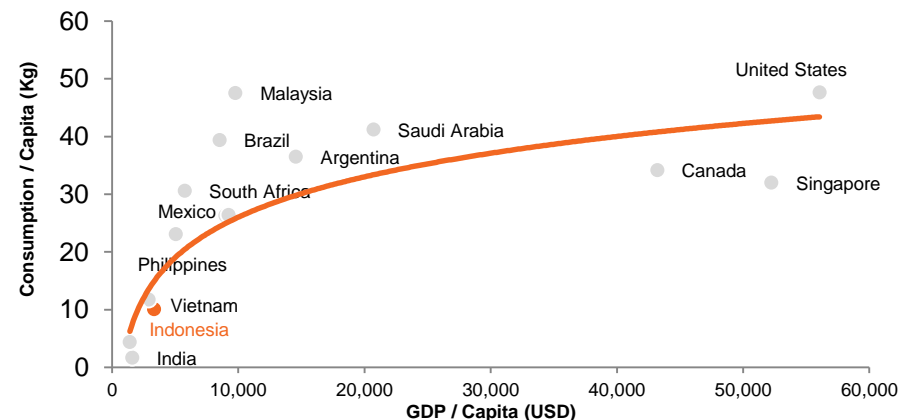
(kg per capita - 2015)



Source: Frost & Sullivan Estimates, 2017

## Positive correlation between GDP per capita and Poultry meat consumption (2015)

Rising Consumption in Emerging Asian Markets



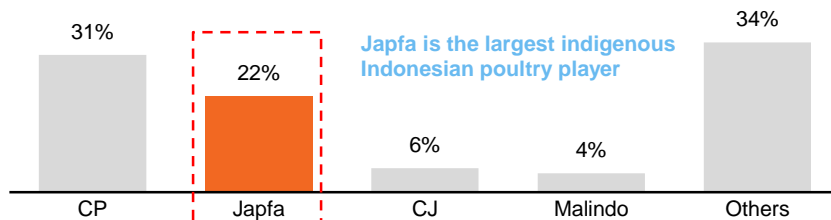
Source: OECD, UN, Frost & Sullivan Estimates, 2017

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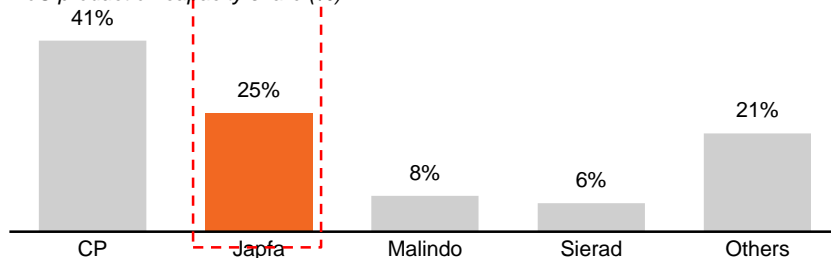
# Leading integrated poultry national champion with nationwide footprint

## 2nd largest Indonesian poultry feed and DoC producer

Poultry feed production capacity market share (%)



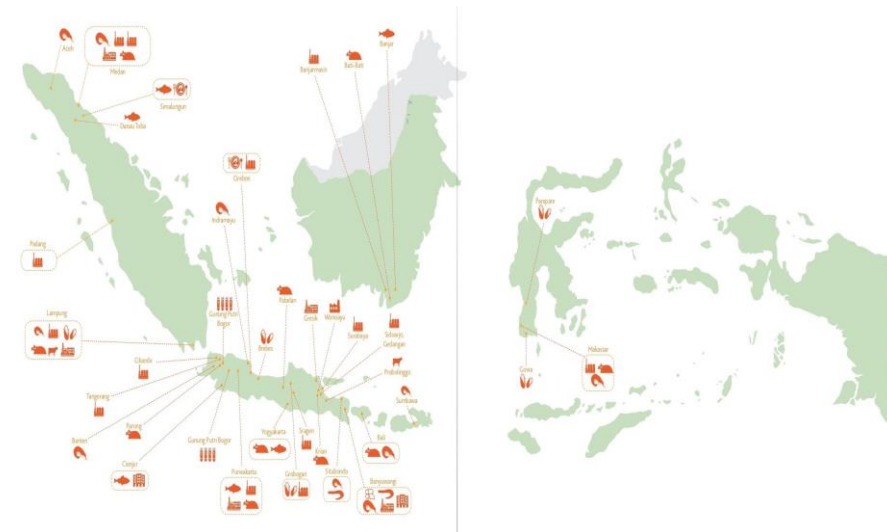
DoC production capacity share (%)



- ✓ Attractive industry dynamics with CP and Japfa jointly controlling >50% of the feed and DOC markets
- ✓ Significant economies of scale given procurement volume of raw materials, especially in conjunction with the broader Japfa Group
- ✓ Heritage of almost 50 years in the poultry industry provides brand recognition

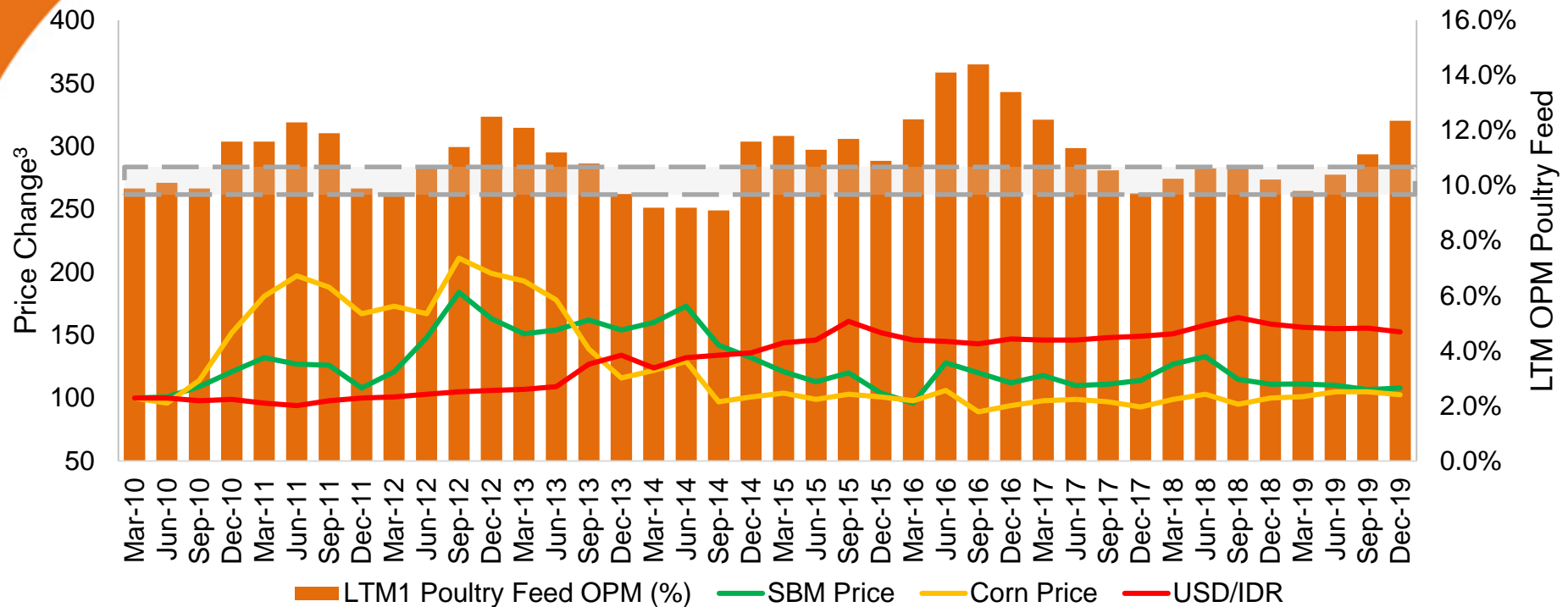
## Nationwide footprint with presence in all major islands

### Company's Operational Areas



- ✓ 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

# Poultry Feed: Stable Base Margin



**Poultry Feed OPM has been stable around 10% - 11% as feed has the ability to effectively pass on fluctuations in raw material prices and currency to its feed selling price**

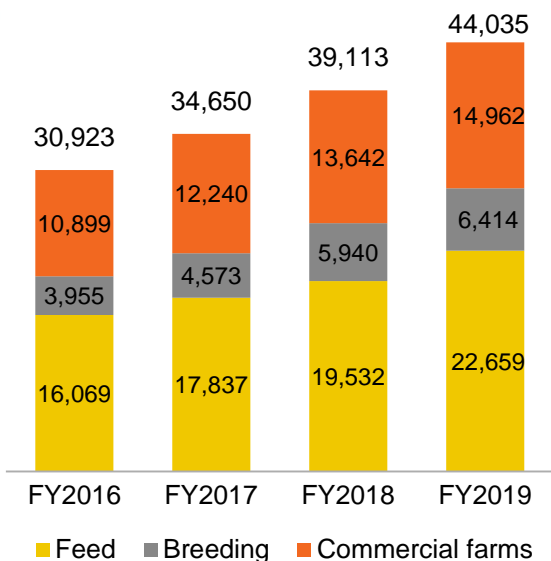
## Notes:

1. LTM = Last Twelve Month.
2. Raw Material price sourced from Bloomberg – global market price.  
Since 2017, by government regulatory corn has been sourced locally, therefore the global market corn reference price no longer applicable.
3. The Normalized Price indicator graphs the price movement of an instrument using 100 as the base value for a user specified base date/time. The normalized value for each bar after the base date/time is the percent of the base price expressed as a whole number. (i.e. 100 times actual price divided by actual base price) This indicator shows the percentage move in price relative to some fixed starting point. For example in March 2010 USD/IDR was Rp9,115.

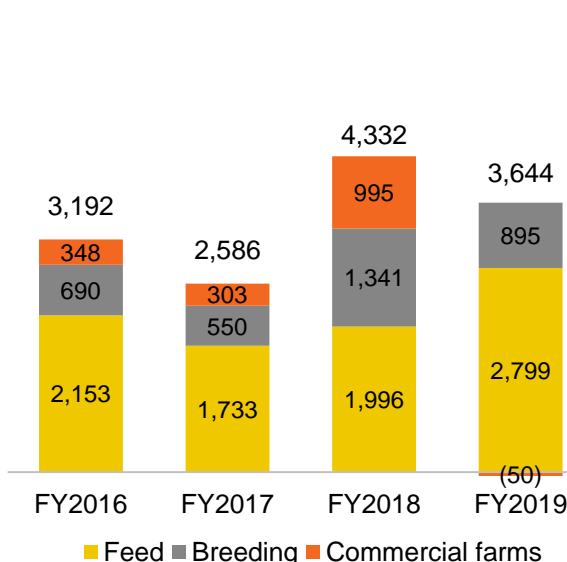
# Segmental Trends: PT Japfa Tbk (Poultry)



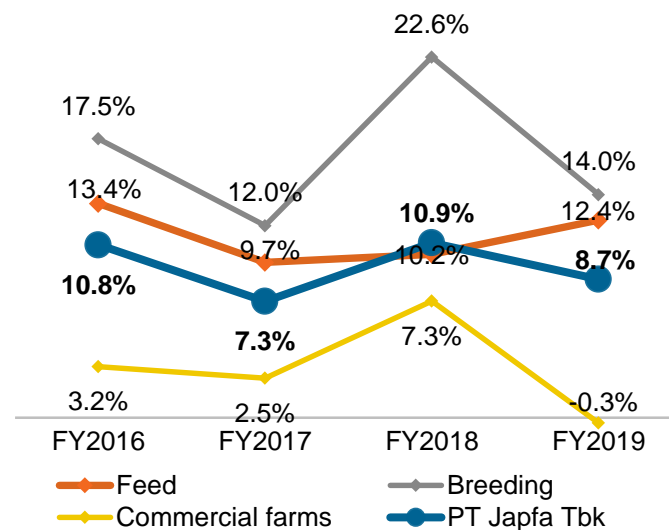
## Revenue (IDR Billion)



## Operating Profit (IDR Billion)



## Operating Profit Margin (%)



### Feed business continues to be the stable pillar of our profitability

- The poultry business (feed, breeding and commercial farms) represents the bulk of PT Japfa Tbk's revenue
- The high operating profit in FY2016 was mainly driven by the exceptionally high poultry feed operating margin of 13.4% arising from a lower COGS
- The high operating profit in FY2018 was mainly due to high ASPs for DOC and broiler driven by lack of DOC supply
- Operating profit in FY2019 weakened due to low broiler prices in the first three quarters of 2019. This was compensated by feed volume growth and feed operating profit
- Our ability to generally pass on raw material costs increases in our feed selling prices is reflected in our stable feed operating margins, even during the periods of Rupiah volatility and the poultry market downturn

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



## Japfa Ltd: A Leading Pan-Asian Industrialized Agri-Food Company



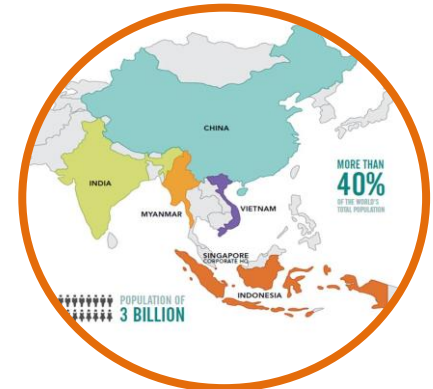
### WHAT WE DO

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



### WHERE WE ARE

We employ over 34,000 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

# Leading Market Positions in Multiple Protein Staples

## Leading upstream regional market positions

Milk Yield <sup>1</sup>	China	37kg/head/day	#1
Poultry Feed Production <sup>2</sup>	Indonesia	24%	#2
DOC Production <sup>2</sup>	Indonesia	29%	#2
DOC Production <sup>3</sup>	Vietnam	20%	#3
Poultry Feed Production <sup>3</sup>	Myanmar	31%	#2
DOC Production <sup>3</sup>	Myanmar	21%	#2

## Leading downstream consumers brands that are key drivers for future growth

### Dairy

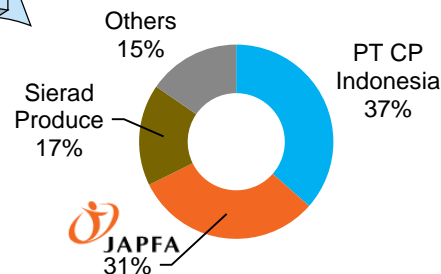
#1



**Greenfields, #1 brand of Fresh Pasteurized Milk in Indonesia<sup>5</sup>**

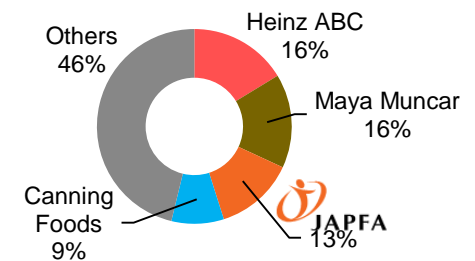
### Frozen Consumer Food<sup>4</sup>

#2



### Ambient Temperature Consumer Food<sup>4</sup>

#3



1. Source: Rabobank, IFCN, annual reports 2016 by respective listed corporates.

2. Source: Frost & Sullivan Analysis, 2015 data.

3. Source: Company estimates, 2016 data.

4. Source: Frost & Sullivan Analysis, 2013 data.

5. PT Austasia Food calculation and claim based on value and volume sales data provided by Nielsen Scan Track Service for Pasteurized Milk category for the 12 months ending September 2016 for Indonesia market.(Copyright © 2016, Nielsen)..

## 5 Experienced and tenured management team

Proven track record of guiding the Company through various cycles

### Board of Commissioners<sup>1</sup>

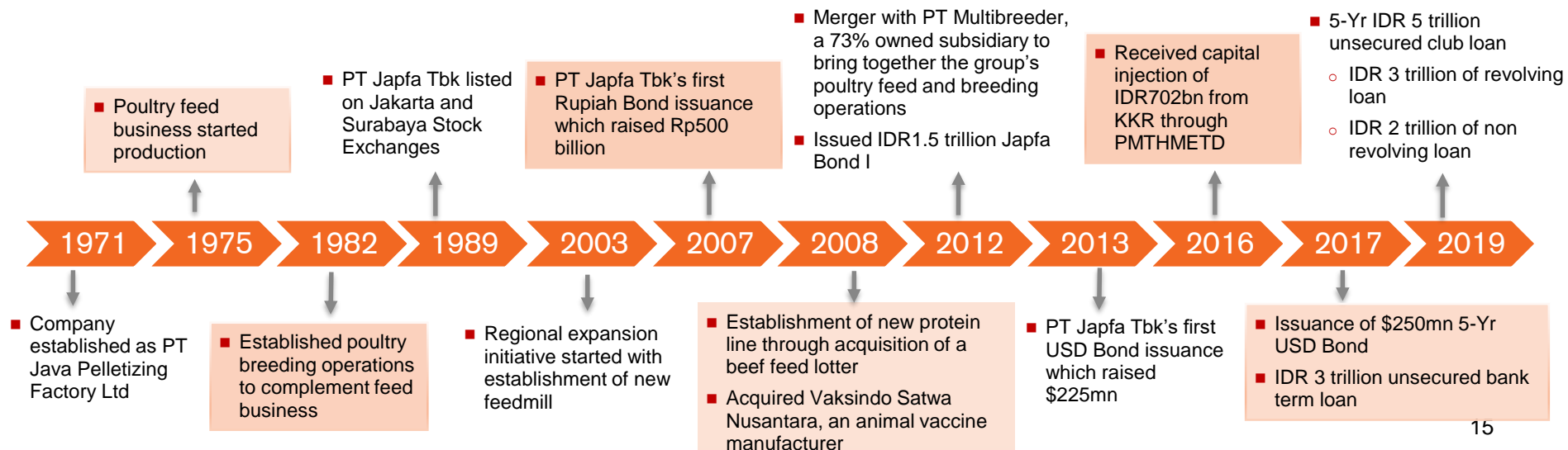
	<b>Syamsir Siregar</b> President Commissioner  Year of agri experience: 15		<b>Hendrick Kolonas</b> Vice President Commissioner  Year of agri experience: 24		<b>Jaka Prasetya</b> Commissioner (KKR's Nominee)  Year of finance experience: 18		<b>Retno Astuti Wibisono</b> Independent Commissioner  Year of agri experience: 19		<b>Ignatius Herry Wibowo</b> Independent Commissioner  Year of agri experience: 21		<b>Ito Sumardi Djuni Sanyoto</b> Independent Commissioner  Year of Agri experience: 7
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### Board of Directors<sup>1</sup>

	<b>Handojo Santosa</b> President Director  Year of agri experience: 33		<b>Bambang Budi Hendarto</b> Vice President Director  Year of agri experience: 41		<b>Tan Yong Nang</b> Director  Year of agri experience: 12		<b>Leo Handoko Laksono</b> Director  Year of agri experience: 31		<b>Rachmat Indrajaya</b> Director  Year of agri experience: 12
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Notes: 1. BOC and BOD as at December 2019

### Timeline of Japfa Comfeed: Over 45 years of 'best-in-class' poultry production

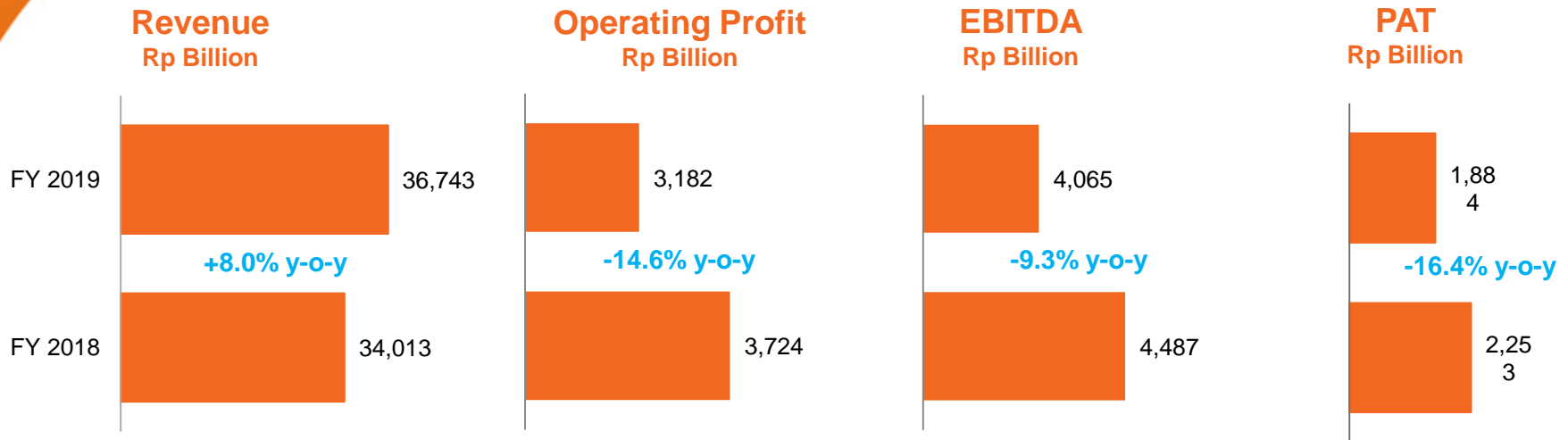




## Financial and Operational Highlights



# PT Japfa Tbk – Financial Performance



**Strong revenue growth driven by the feed business, which is the backbone of our vertically integrated business model**

- Revenue growth mainly resulting from increase in sales volumes of both poultry feed (+9%) and aquafeed (+18%)
- Feed recorded higher profit driven by volume growth and margins
- Breeding profit in 2019 remains healthy, albeit lower, compared to 2018, which was a strong year due to lack of DOC supply
- Market oversupply of broilers in the first three quarters of 2019 kept broilers ASPs weak, lowering overall PT Japfa Tbk's profitability compared to the previous year
- The government continues its program of import quotas and culling measures to control DOC supply in order to stabilise DOC and broiler ASPs in Indonesian market
- Aquaculture's strategy to focus on consistent quality aquafeed over the past three years has lifted aquafeed sales volumes and improved margins in 2019

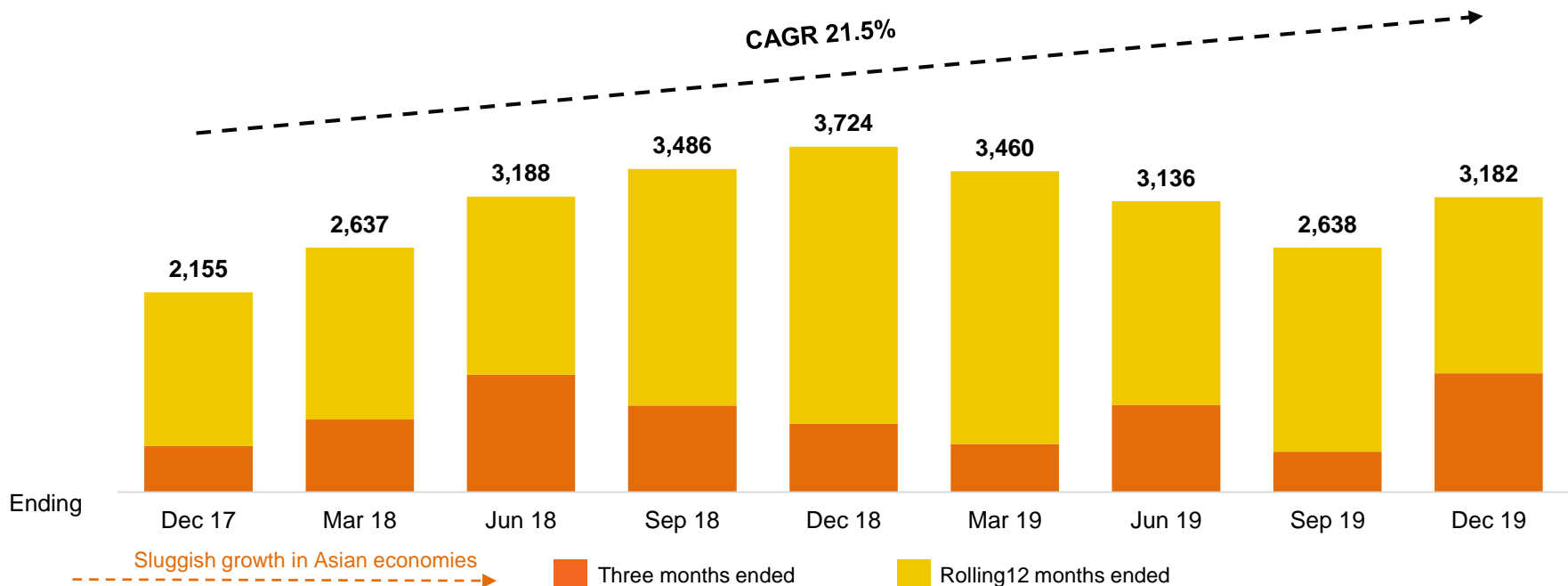


## PT Japfa Tbk – Stable rolling operating profit



- PT Japfa Tbk is as an agri-food business will always be subject to cyclicalities which directly impacts its revenue and profitability. Cyclicalities is dependent on a variety of external factors which are beyond the Company's control, including the seasonality of harvest and festivals, as well as macroeconomic factors that affect purchasing power and government policies.
- Feed remains as a stable pillar of profitability.
- On a rolling basis, the operating profit has been fairly stable over last year.

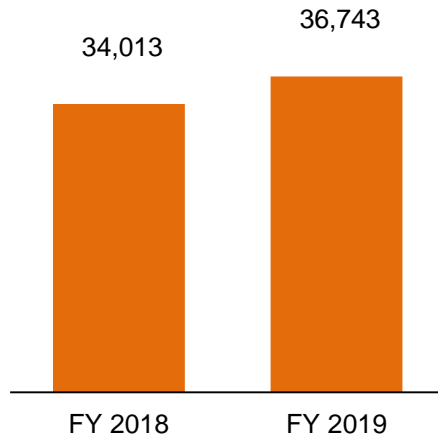
### Operating profit (IDR Billion)



# Proven financial track record

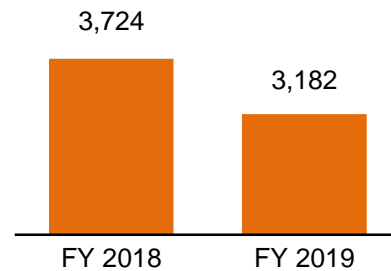
## Net Revenues

(IDR Billion)



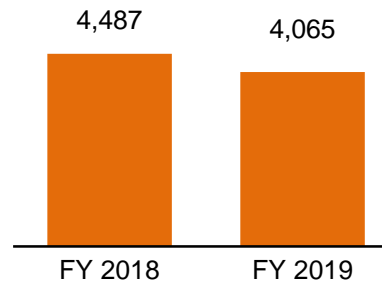
## Operating Profit

(IDR Billion)



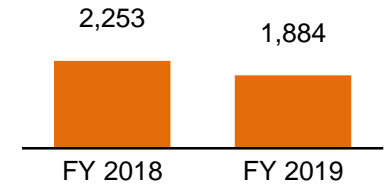
## EBITDA

(IDR Billion)



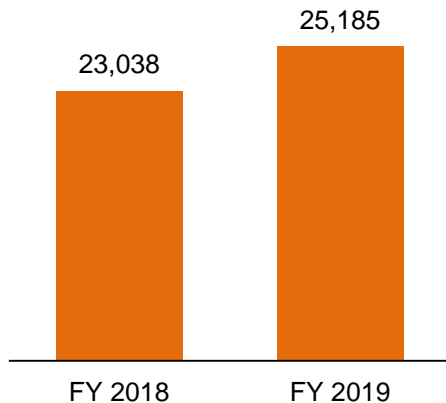
## Net Profit

(IDR Billion)

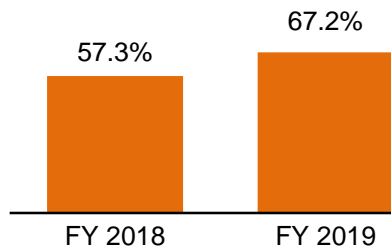


## Total Assets

(IDR Billion)

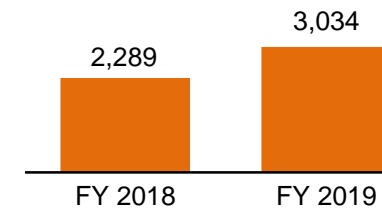


## Net Debt / Equity (%)



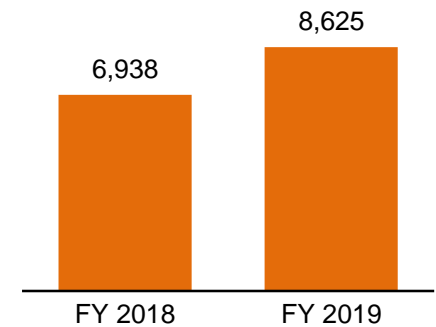
## CAPEX

(IDR Billion)



## Total Interest Bearing Debt

(IDR Billion)

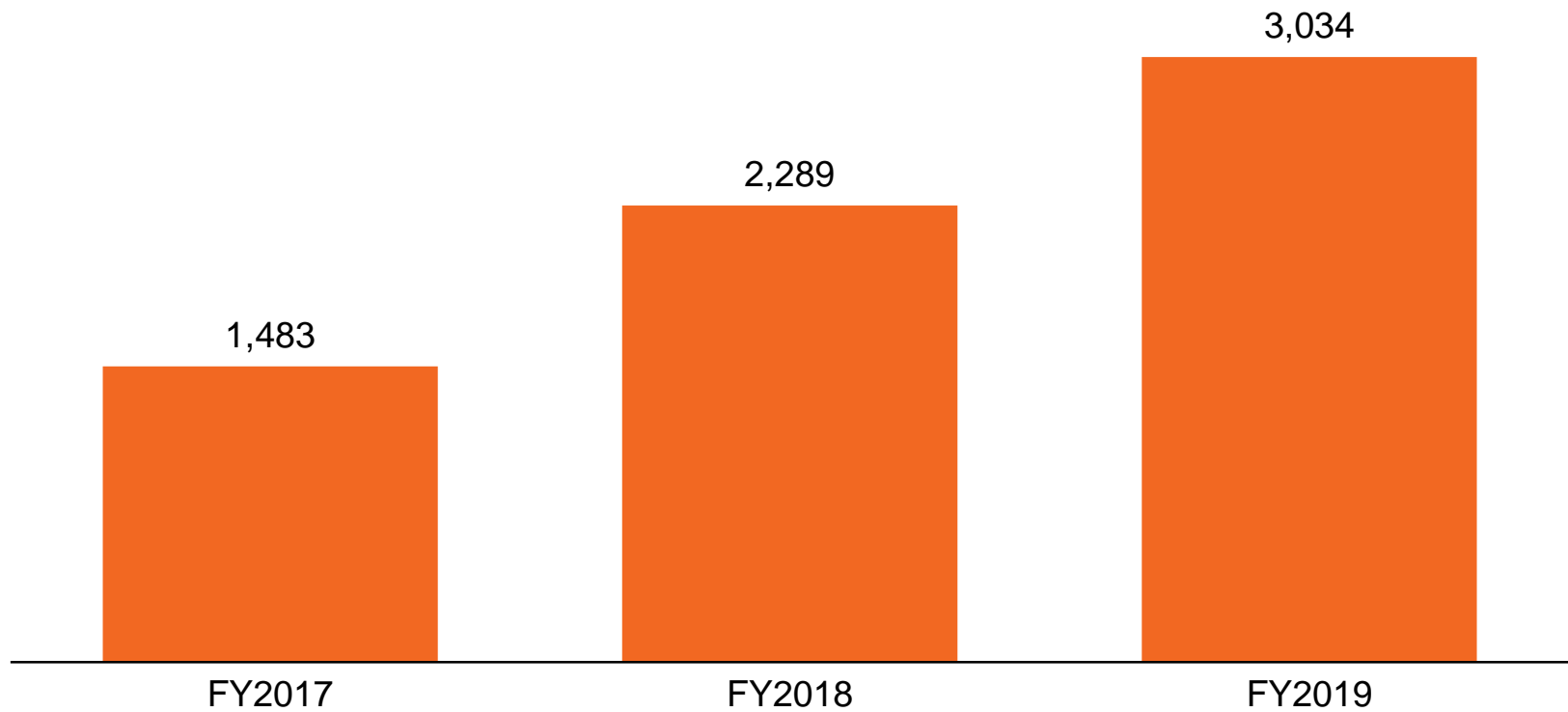


Note: :

1. Based on Company's FY 2019 results

## Capex FY 2017 – FY 2019

(IDR Billion)



Thank You

