



Building Relevant Scale

Delivering the Olam Strategy

FY2012 Second Quarter and First Half Results Briefing
14th February 2012 Singapore

Notice

This presentation should be read in conjunction with Olam International Limited's Second Quarter and First Half (H1 FY2012) Financial Results for the period ended 31 December 2011 statement lodged on SGXNET on 14 February 2012.

Cautionary note on forward-looking statements




This presentation may contain statements regarding the business of Olam International Limited and its subsidiaries ('Group') that are of a forward looking nature and are therefore based on management's assumptions about future developments.

Such forward looking statements are intended to be identified by words such as 'believe', 'estimate', 'intend', 'may', 'will', 'expect', and 'project' and similar expressions as they relate to the Group. Forward-looking statements involve certain risks and uncertainties because they relate to future events. Actual results may vary materially from those targeted, expected or projected due to several factors.

Potential risks and uncertainties includes such factors as general economic conditions, foreign exchange fluctuations, interest rate changes, commodity price fluctuations and regulatory developments. Such factors that may affect Olam's future financial results are detailed in our listing prospectus, listed in this presentation, or discussed in today's press release and in the management discussion and analysis section of the company's Second Quarter and First Half FY2012 results report and filings with SGX. The reader and/or listener is cautioned to not unduly rely on these forward-looking statements. We do not undertake any duty to publish any update or revision of any forward looking statements.

H1 FY 2012 Results Briefing: Agenda

H1 FY2012 Results

-  Consolidated P&L Analysis
-  Segmental Analysis
-  Balance Sheet Analysis



Consolidated P&L Analysis




PAT growth of 14.9% despite tough trading conditions

(in S\$ million)	H1 FY2012	H1 FY2011	% Change
Sales Volume (MMT)	4.523	3.905	15.8
Sales Value	7,716.4	6,496.0	18.8
Net Contribution (NC)	607.1	512.2	18.5
NC/ton	134	131	2.4
Profit For the Period	186.8	175.5	6.4
(-) Exceptional Items	-	33.6	-
(-) Non-controlling interests	24.0	0.3	-
Operational Profit for the Period	162.7	141.6	14.9

Sales Volume



Sales Volume: 4.523 million metric tons

-  Volume grew by 0.618 million metric tons
-  15.8% growth over H1 FY2011
-  Volume growth across all 4 segments

Sales Volume - Segmental

Segments	H1 FY2012 (MT/'000)	H1 FY2011 (MT/'000)	% Change
Edible Nuts, Spices & Beans	641	561	14.3
Confectionery & Beverage Ingredients	730	645	13.0
Food Staples & Packaged Foods	2,390	1,990	20.2
Food Category Total	3,761	3,196	17.7
Industrial Raw Materials	762	709	7.4
Consolidated Total	4,523	3,905	15.8

Net Contribution



Net Contribution (NC): S\$ 607.1 million



18.5% growth over H1 FY2011

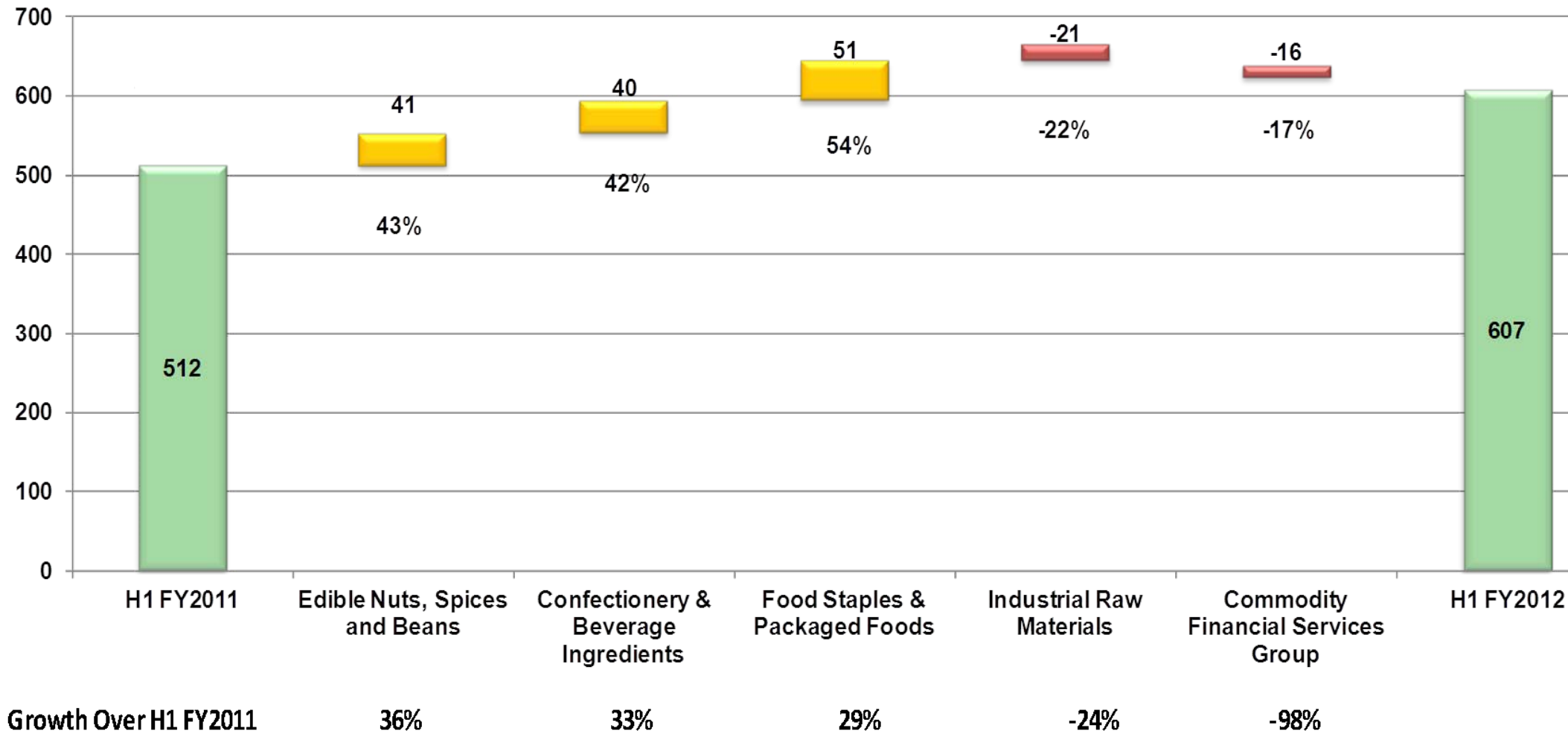


NC per ton increased from S\$131/ton in H1 FY2011 to S\$134/ton in H1 FY2012

Net Contribution Growth: Segmental Share

Net Contribution
(S\$ M)

NC Growth 18.5% , S\$95 million



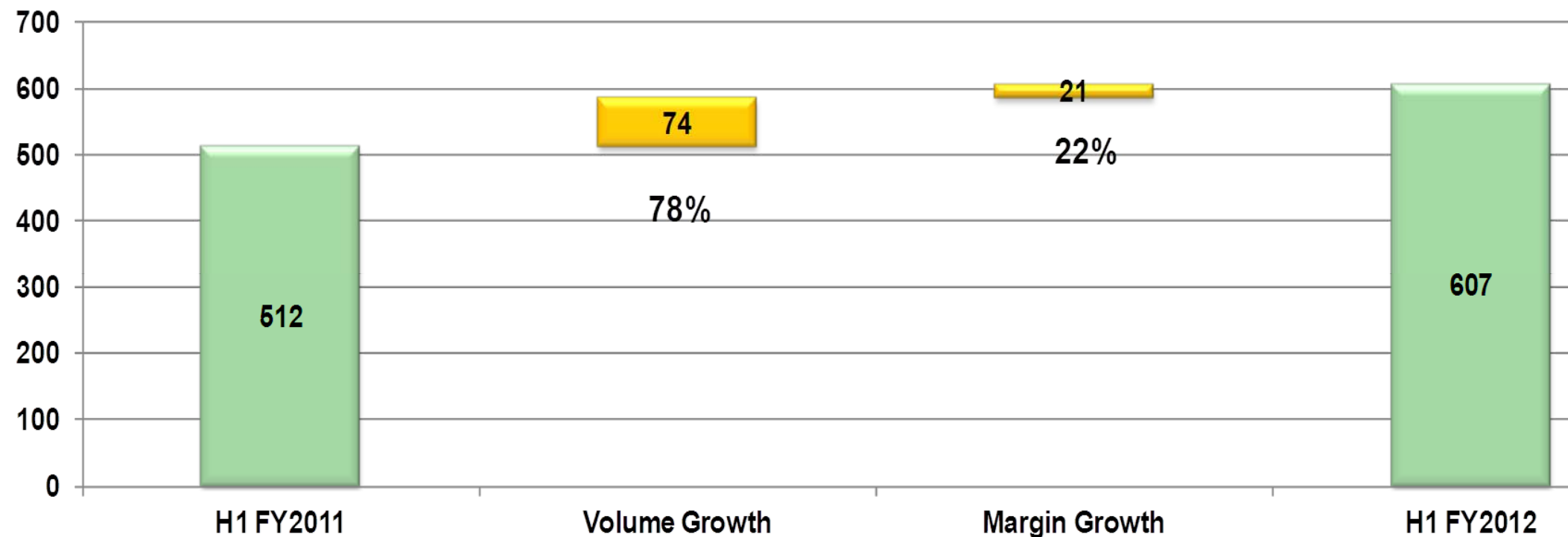
Net Contribution & NC/ MT Growth: Segmental

Segments	Net Contribution		
	H1 FY2012	H1 FY2011	% change
	S\$million	S\$million	
Edible Nuts, Spices & Beans	152.4	111.8	36.3
<i>NC/MT (S\$ / ton)</i>	238	199	19.3
Confectionery & Beverage Ingredients	163.3	123.2	32.6
<i>NC/MT (S\$ / ton)</i>	224	191	17.2
Food Staples & Packaged Foods	225.5	174.8	29.0
<i>NC/MT (S\$ / ton)</i>	94	88	7.4
Food Category Total	541.2	409.8	32.1
<i>NC/MT (S\$ / ton)</i>	143.9	128.2	12.2
Industrial Raw Materials	65.5	86.2	(24.0)
<i>NC/MT (S\$ / ton)</i>	86	122	(29.3)
Commodity Financial Services	0.4	16.2	(97.5)
Consolidated Total	607.1	512.2	18.5
<i>NC/MT (S\$ / ton)</i>	134.2	131.1	2.4

Net Contribution Growth: Sources

NC Growth 18.5% , S\$95 million

Net Contribution
(S\$ M)



Overhead Expenses



Overhead Expenses increased by 21.3% to S\$380.9 million in H1 FY2012

	H1 FY2012	H1 FY2011	Change
Overhead Expenses(S\$m)	380.9	314.0	21.3%
Overhead/ Sales Ratio	4.9%	4.8%	-

Key Earnings Metrics



Profit for the Period: S\$186.8 m

- 6.4% growth over H1 FY2011



Operational Profit for the Period: S\$162.7 m

- 14.9% growth over H1 FY2011



Reported Earnings per Share (EPS)

- 6.66 cents/share in H1 FY2012 vs 8.34 cents/share in H1 FY2011



Operational Earnings per Share (EPS)

- 6.66 cents/share in H1 FY2012 vs 6.74 cents/share in H1 FY2011



Net Asset Value (NAV before fair value adjustment)

- 132.79 cents/share in H1 FY2012 vs 114.88 cents/share in FY2011



Segmental Analysis

Segmental Analysis: Summary

Olam Consolidated

- Turnover **S\$7716 m**
- Volume **4.523 mmts**
- NC **S\$607.1 m**
- NPAT **S\$186.8 m**

Edible Nuts, Spices & Beans

- Turnover **S\$1144 m**
- Volume **0.641 mmts**
- NC **S\$152.4 m**
- NC Share **25.1%**



Confectionery & Beverage Ingredients

- Turnover **S\$2881 m**
- Volume **0.73 mmts**
- NC **S\$163.3 m**
- NC Share **26.9%**



Food Staples & Packaged Foods

- Turnover **S\$1962 m**
- Volume **2.39 mmts**
- NC **S\$225.5 m**
- NC Share **37.1%**



Industrial Raw Materials

- Turnover **S\$1729 m**
- Volume **0.762 mmts**
- NC **S\$65.5 m**
- NC Share **10.8%**



Commodity Financial Services Group

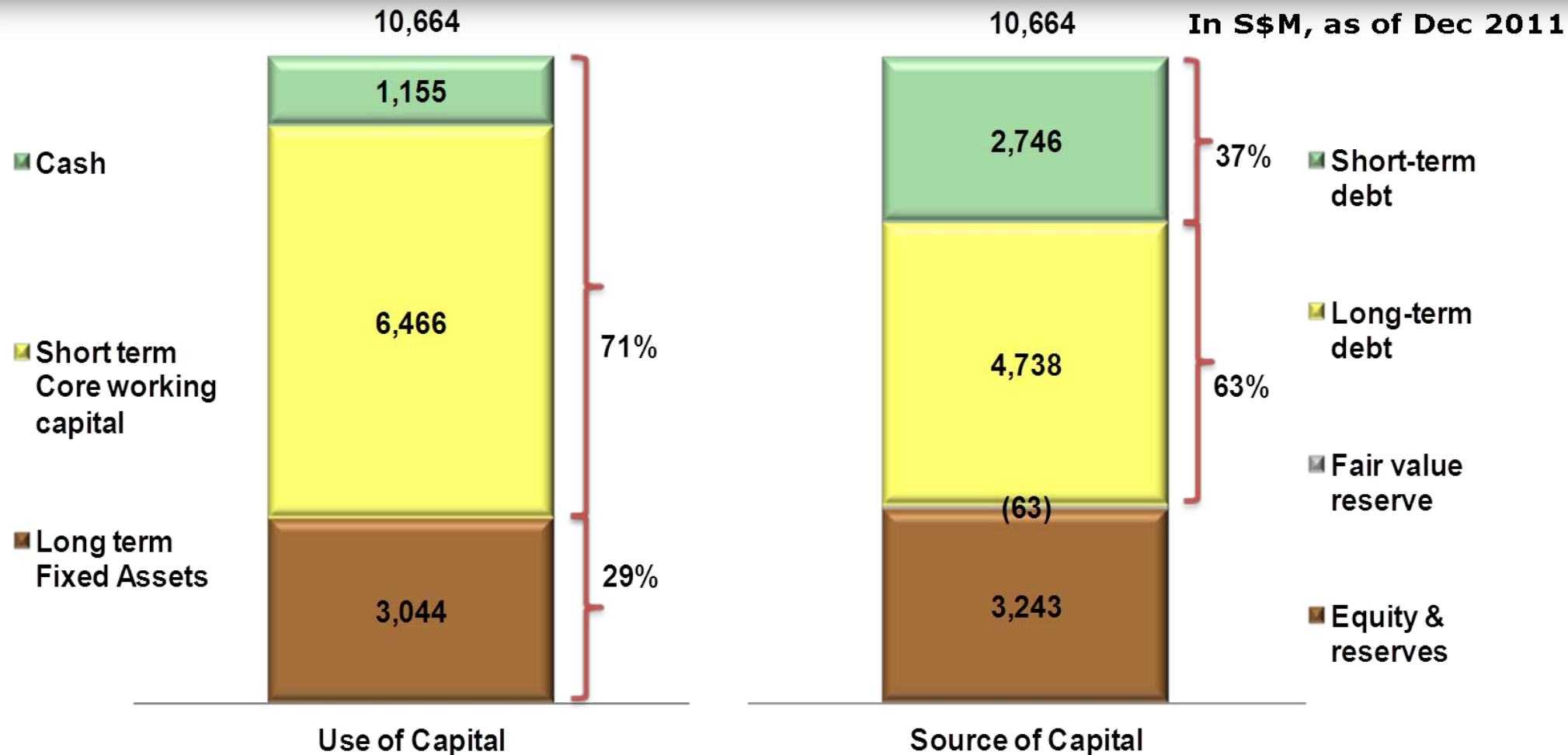
- NC **S\$0.4 m**
- NC Share **0.1%**





Balance Sheet Analysis

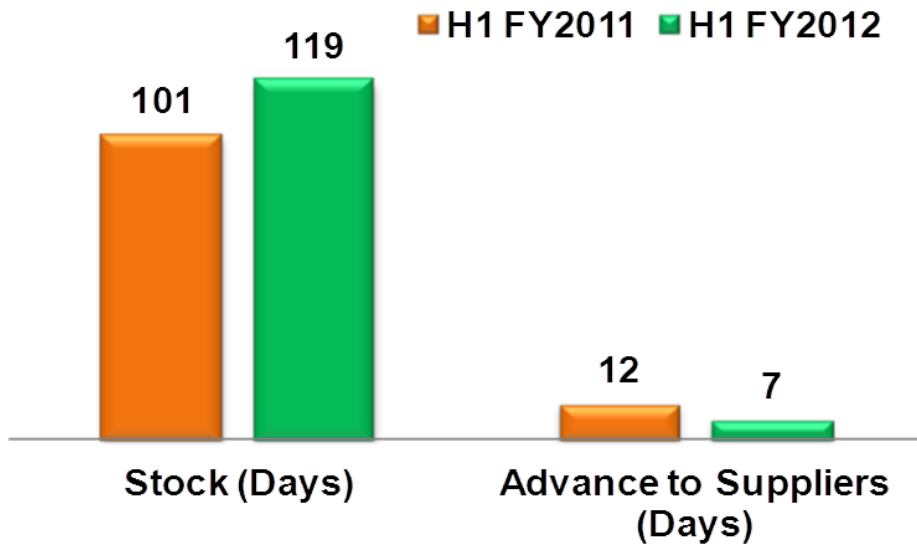
Balance Sheet Summary: Strong and resilient Balance Sheet



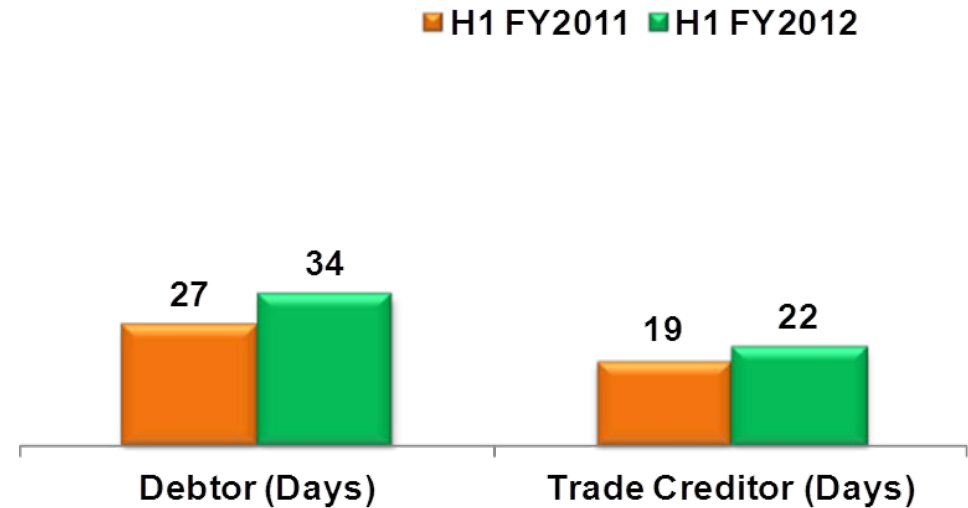
- Investment in fixed term assets funded through permanent capital
- Investment in working capital funded through a combination of long term and short-term debt

Working capital Analysis

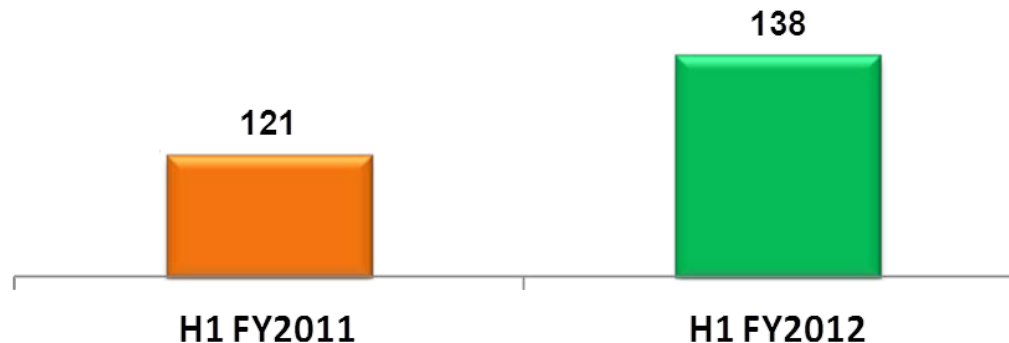
Stock (days) and Advance to Suppliers (days)



Debtor (days) and Trade Creditor (days)



Cash-to-cash cycle (days)



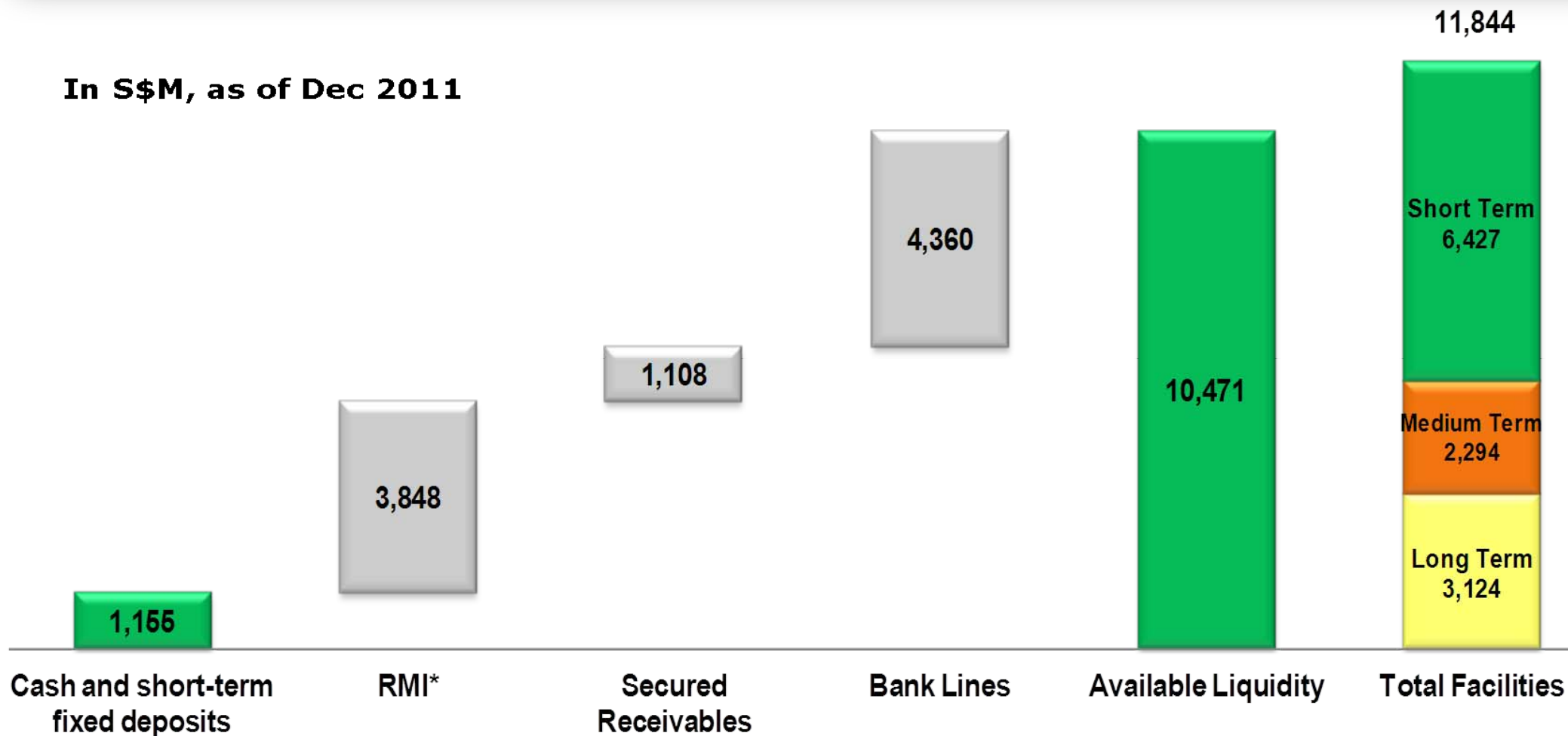
Inventory Analysis

(in S\$ million)	H1 FY2012	FY2011	Increase / Decrease
Edible Nuts, Spices & Beans	1,229	950	279
Confectionery & Beverage Ingredients	1,424	1,119	305
Food Staples & Packaged Foods	779	792	(13)
Industrial Raw Materials	1,138	723	415
Total	4,570	3,584	986

84.2% of inventories sold forward or hedged

Strong liquidity profile

In S\$M, as of Dec 2011



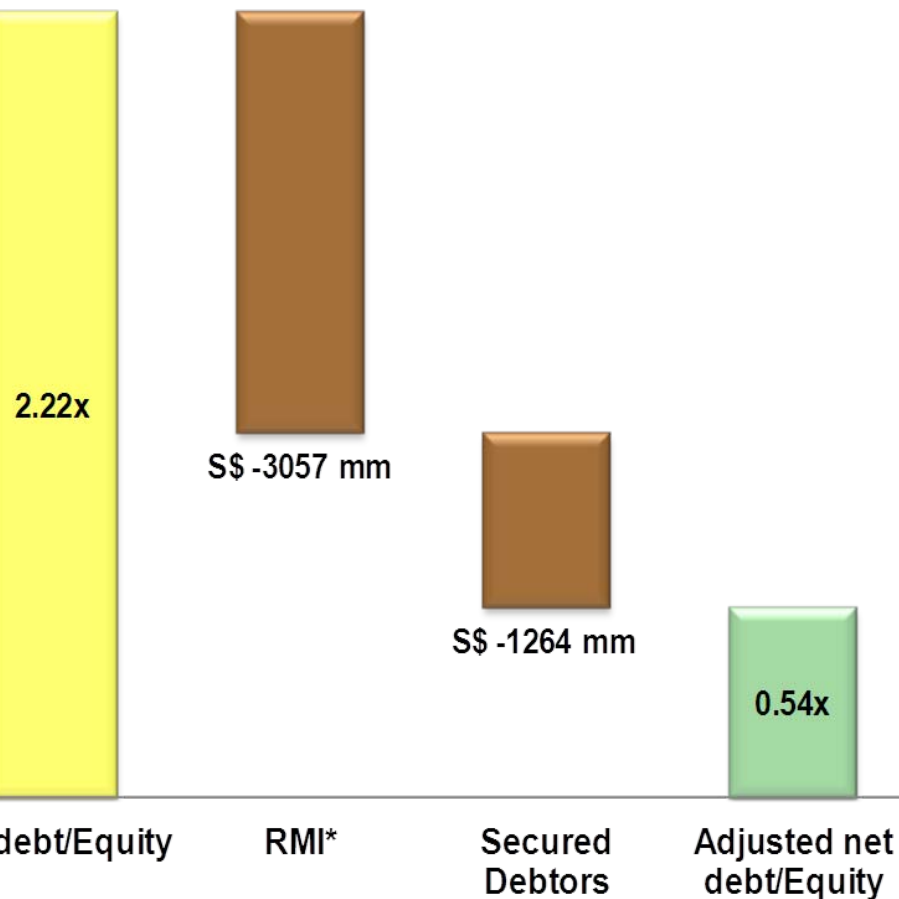
*RMI: inventories that are liquid, hedged, or sold forward

Balance sheet Analysis: Gearing

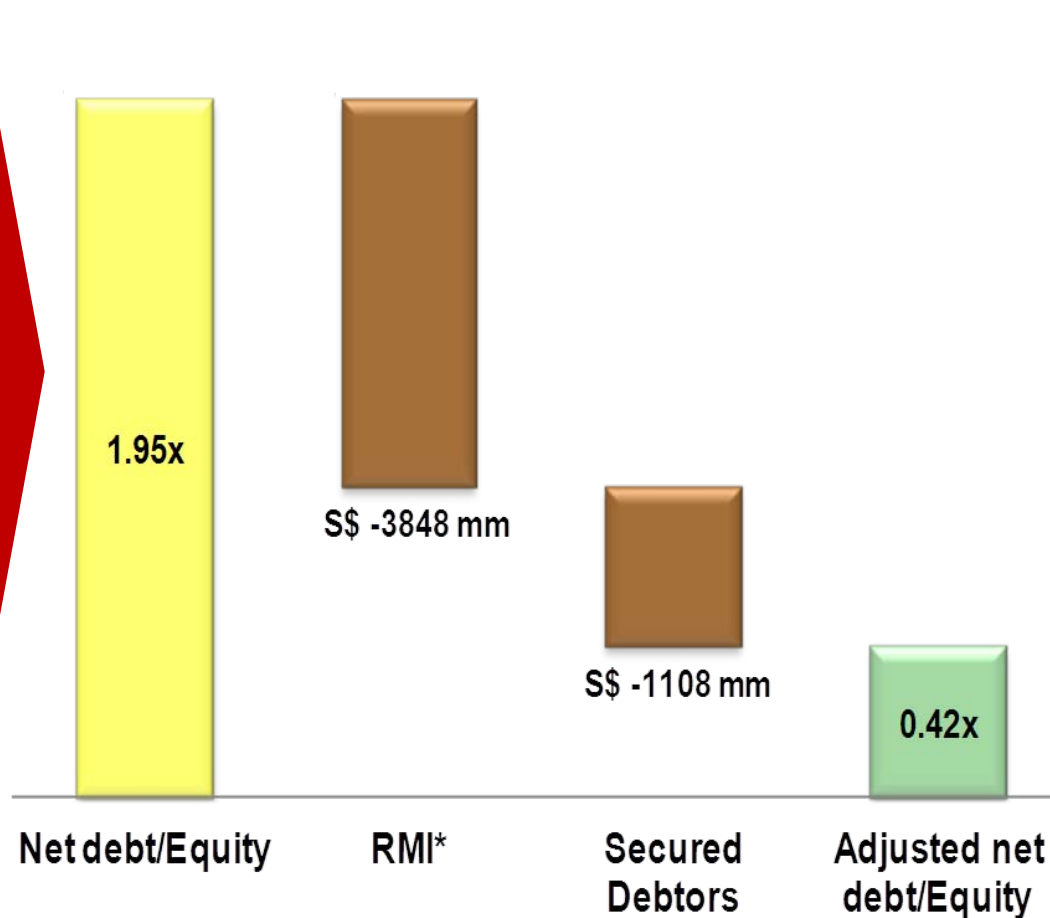
	H1 FY2012	FY2011	Change
Leverage (x)			
Gross Debt to Equity (x)	2.31	2.56	(0.25x)
Net Debt to Equity (x)	1.95	2.22	(0.27x)
Adjusted Net Debt to Equity (x)	0.42	0.54	(0.12x)
Liquidity			
Cash to Sales (%)	7.48%	5.54%	-
Cash & Cash Equivalents	1,154.6	872.2	282.4 m
Margin Deposit	33.9	457.1	(423.2 m)

Adjusted Net Gearing

Net debt/Equity as of
June 30, 2011 (x)



Net debt/Equity as of
December 31, 2011 (x)



*RMI: inventories that are liquid, hedged, or sold forward

M&A Update

Q1 FY2012

- ✿ **Expansion of our Sugar footprint in India** by the **acquisition of Hemarus Industries Limited** for US\$ 73.8 m (3500 TCD capacity and co-generation facilities).
- ✿ **Acquisition of select spices assets and business of Vallabhadas Kanji Limited** in **India**, one of Asia's leading processor & exporter of multiple spices in both bulk and private label format.
- ✿ **Entry into the Hazelnut business** by the acquisition of the Progida group, one of the largest exporters of Hazelnuts and hazelnut ingredients from Turkey for US\$ 38 m.

M&A Update

Q2 FY2012

- ✿ **Expansion** of our **Package Foods Business' portfolio** by the **acquisition of assets of Trusty Foods Limited**, a Tomato Paste processing and canning business and **United Biscuits Limited**, a high-quality biscuit manufacturing facility in **Ghana**.
- ✿ **Acquisition** of 75.2% interest in **Macao Commodities Trading** in **Spain** for US\$20 million, a leading supplier of cocoa powder, cocoa beans, desiccated coconut, dried fruits, vegetable fats and dairy products to the chocolate, beverage and biscuit Industries in the Iberian region.
- ✿ **Expansion** of our **Almonds footprint in the USA** by the acquisition of **Canfield Ranch** and **Bill Destefani Ranch** in Kern County, **California**.

M&A Update

- ❖ **Partnership** with the **Russian Dairy Company, LCC** (“RUSMOLCO”), a growing player in the Russian dairy industry, for the **large scale development of dairy and grains farming** in the Penza region of **Russia**. The first step under this partnership is the investment of up to US\$75 million by Olam in exchange for **75% of the equity** of RUSMOLCO.
- ❖ **Acquisition** of 100% equity interest in **Titanium Holding Company SA** and **its subsidiaries** for a price consideration of US\$167 million. Titanium Holding owns **Nigeria’s second largest biscuits and candy franchise** and presents a **unique opportunity** for our **Packaged Foods business** to **scale up** and move immediately into a **leadership position** in two attractive packaged foods categories in the largest consumer market in **West Africa**.

Financial Summary: H1 FY2012

- ✿ **Volume** grew by **15.8%** to **4.5 million MT**
- ✿ **Net Contribution** grew by **18.5%** to **S\$ 607.1 million** with **NC per ton** growing **2.4%** to **S\$ 134**
- ✿ **Profit for the period** grew by **6.4%** to **S\$ 186.8 million**
- ✿ **Operational Profit for the period** grew by **14.9%** to **S\$ 162.7 million**
- ✿ **Strong liquidity** profile and a **resilient balance sheet**
- ✿ **Strong deal pipeline**

Despite volatile economic climate and commodity markets, given the strong track record of execution of our long-term strategic growth plans, the Group continues to be positive about its prospects for FY2012



Thank you





Strategy Update

H1 FY2012 Results Announcement

14th February 2012 | Singapore



In 2009, we announced a 6-yr corporate strategy (FY10-15) to increase margins & quadruple intrinsic value

Our governing objective is to maximise long term intrinsic value for our continuing shareholders

Pursue 3 key drivers: 1) Open up Capital Spreads (ROE-KE, ROIC-WACC); 2) Increase the Rate of Profitable Growth; and 3) Sustain duration of growth

Vision

To be the leading global supply chain manager and processor of agri-commodities by:

- Serving growers and customers globally
- Pursuing select scalable & attractive niches in upstream (plantations/farming) and mid-stream (value added processing)
- Capitalising on our emerging markets expertise

Goals

- **Increase Intrinsic Value by 3-4x over the next two 3-year cycles. NPAT target US\$450 million by FY2015**
- **Pursue profitable growth & improve margin structure (NPAT margin $\geq 4\%$ by 2015) by selective participation in attractive value chain adjacencies (upstream & mid-stream)**
- **Maintain financial and strategic flexibility for a wide range of economic scenarios (developing minimalist, balanced & unconstrained plans)**
- **Be widely recognised as a responsible and sustainable value creator**

Strategic thrusts

Invest to achieve integrated value chain leadership

Cocoa, Coffee, Edible Nuts, Spices & Vegetable Ingredients, Natural Fibres

Selectively expand into attractive value chain adjacencies

Grains, Sugar, Rice, Dairy, Palm & Rubber

Optimise and extract full value from core

Sesame & Wood Products

Build on latent assets

Packaged Foods Business (PFB) in W. Africa, Commodity Financial Services (CFS), Agri-Inputs (fertiliser)

Downsize/exit/prune unattractive activities

Select product origins and profit centres, eg. Pulses

Enablers

Excellence in execution

- Institutionalise Program Management capabilities
- Acquire capabilities in upstream plantation/ farm management & midstream VA processing
- Complexity management
- Scalable IT, Risk, Control & Compliance systems

M&A effectiveness

- Actively build M&A pipeline and develop prioritisation
- Deepen due diligence capabilities
- Institutionalise best-in-class integration practices

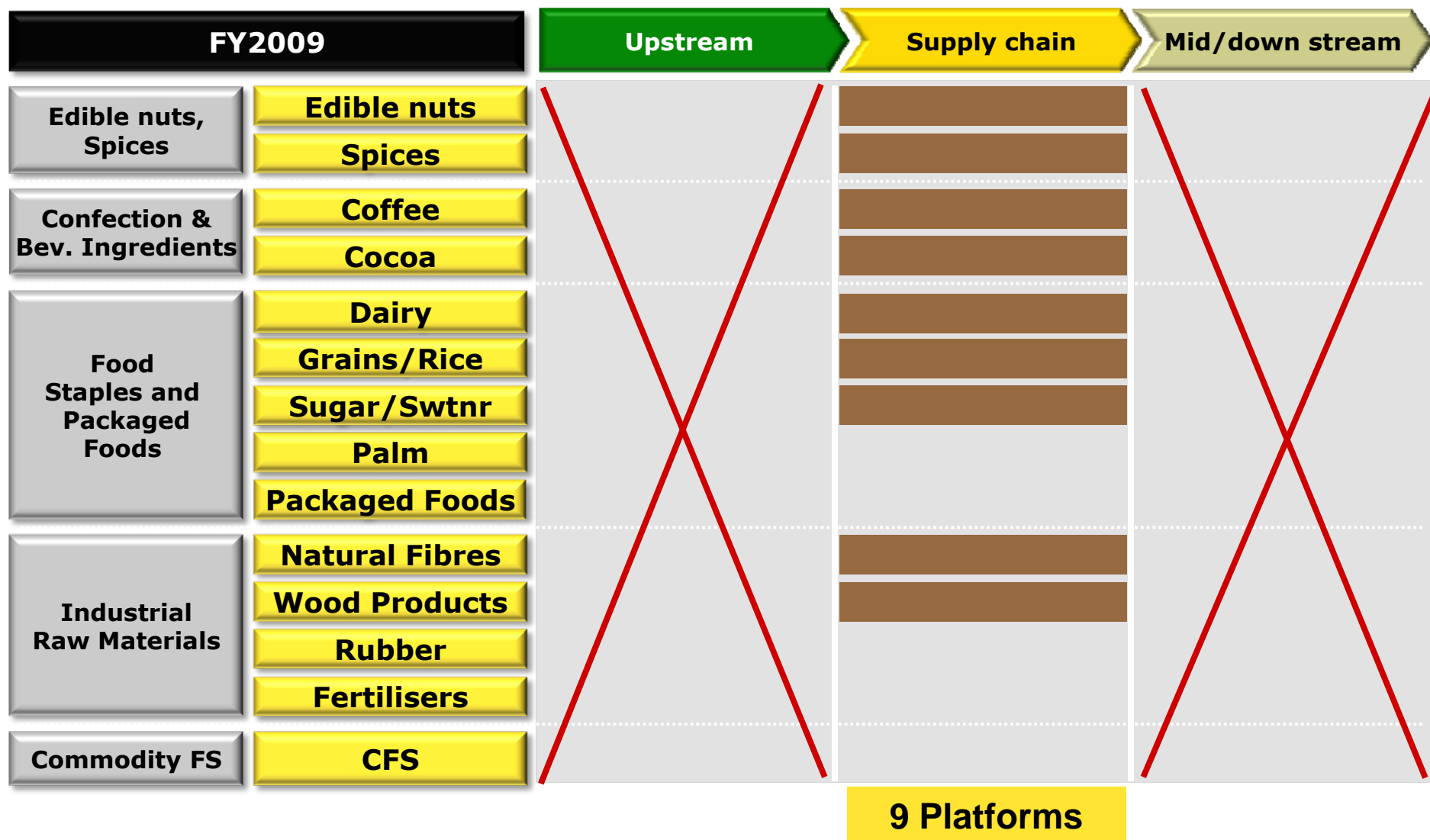
Capital efficacy

- Strengthen capital structure and build financial flexibility
- Continuously improve overhead and capital productivity

People & Values

- Continue to grow global talent pool
- Deepen entrepreneurial culture
- Continue to embed stretch and ambition
- Create ownership culture
- Build empowered teams

Until 2009, portfolio largely focused on the asset light supply chain core



Plan envisaged taking the **supply chain core business** to **full potential** by **2015**

2015		Upstream	Supply chain	Mid/downstream
Edible nuts, Spices & Beans	Cashew			
	Peanuts			
	Almonds			
	Sesame			
	Spices			
Confec. & Bev. Ingredients	Coffee			
	Cocoa			
Food Staples & Packaged Foods	Dairy			
	Grains			
	Sugar			
	Rice			
	Palm			
	PFB			
Industrial Raw Materials	Nat. fibres			
	Wood Prod.			
	Rubber			
	Fertiliser			
Commodity FS	CFS			

Strengthen core

Global leader
 Regional
 Follower

Key thrust was **selective integration** into excess return **upstream** & **midstream** value chain segments

2015		Upstream	Supply chain	Mid/downstream
Edible nuts, Spices & Beans	Cashew			
	Peanuts			
	Almonds			
	Sesame			
	Spices			
Confec. & Bev. Ingredients	Coffee			
	Cocoa			
Food Staples & Packaged Foods	Dairy			
	Grains			
	Sugar			
	Rice			
	Palm			
	PFB			
Industrial Raw Materials	Nat. fibres			
	Wood Prod.			
	Rubber			
	Fertiliser			
Commodity FS	CFS			

Expand into excess return value chain adjacencies

Global leader
 Regional
 Follower

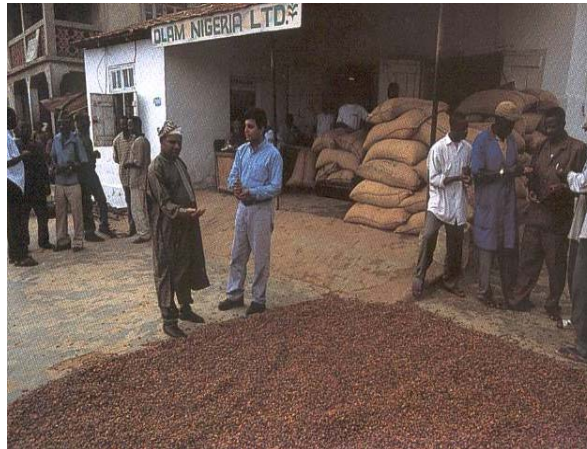
Building **unique competitive advantages** in each value chain step

Upstream



- Cost leadership (below the marginal cost producer's cost of production)
- Multi products/origins
- Synergies across value chain

Supply chain



- Global footprint
- Global scale
- Out origination
- Value-added services
- Trading/Risk arbitrage/
Risk Management Skills

Mid/down stream



- High asset utilisation
- Control of choke points
- Customer loyalty
- Excess return opportunities

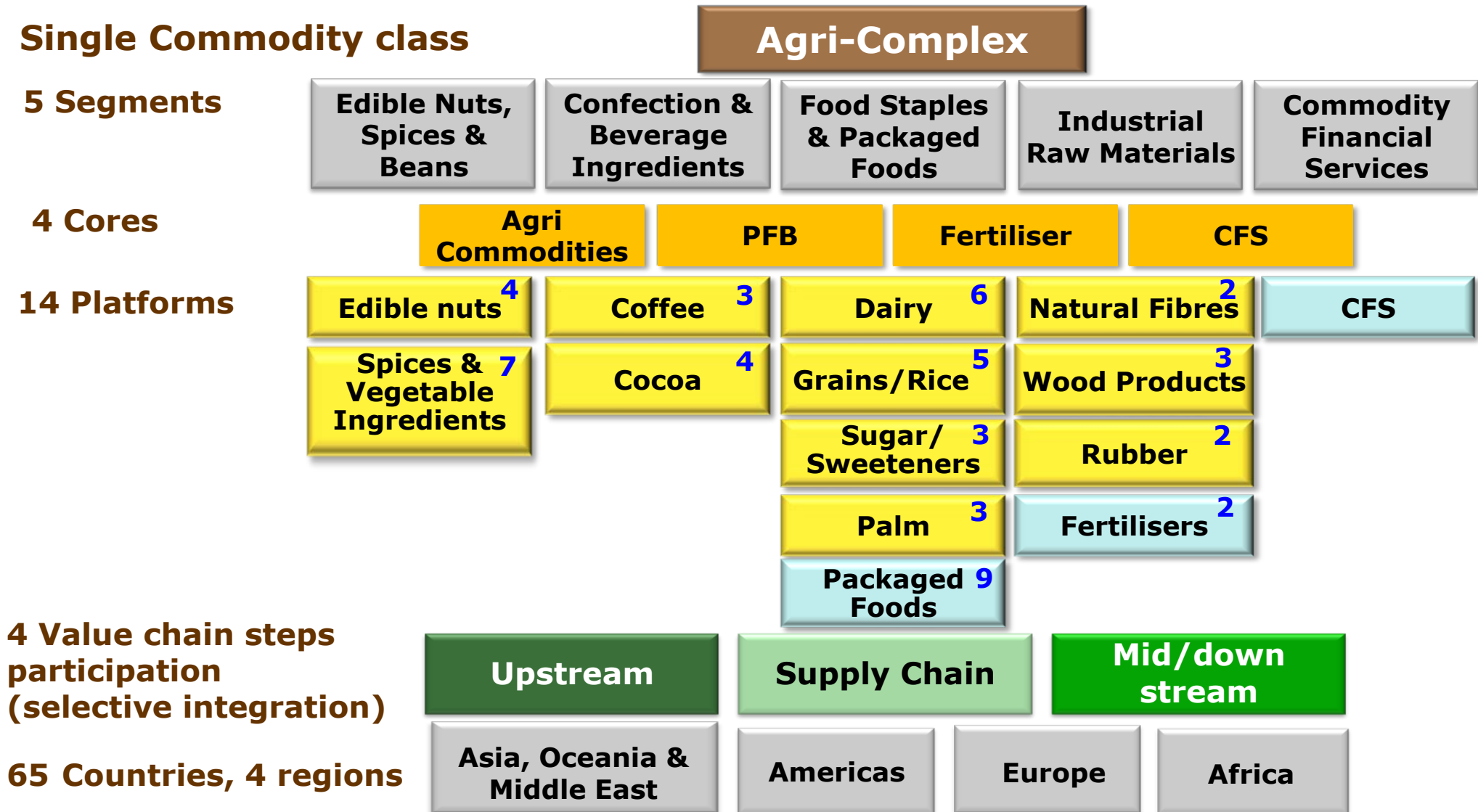
Plan envisaged **significant change in portfolio shape** by **2015**

2015		Upstream	Supply chain	Mid/downstream
Edible nuts, Spices & Beans	Cashew			
	Peanuts			
	Almonds			
	Hazelnuts			
	Sesame			
	Spices			
Confec. & Bev. Ingredients	Coffee			
	Cocoa			
Food Staples & Packaged Foods	Dairy			
	Grains			
	Sugar/Sweetnrs			
	Rice			
	Palm			
	PFB			
Industrial Raw Materials	Nat. fibres			
	Wood Prod.			
	Rubber			
	Fertiliser			
Commodity FS	CFS			

Enter new products (Almonds, Hazelnuts, Grains, Palm, Rubber & Sweeteners) & new businesses (PFB, Fertiliser & CFS)

Global leader
Regional
Follower

Portfolio focused on a single commodity asset class: agri-complex



Building a well **diversified** & **balanced** portfolio

- ✿ **Size of prize** (intrinsic value creation potential)
- ✿ **Return profile**
- ✿ **Winnability**
- ✿ Future **platform(s) for growth**
- ✿ **Working capital intensity**
- ✿ **Fixed capital intensity**
- ✿ **Risk intensity**
- ✿ **Degree of correlation**
- ✿ **Recession sensitivity**

A highly **defensible & differentiated** portfolio

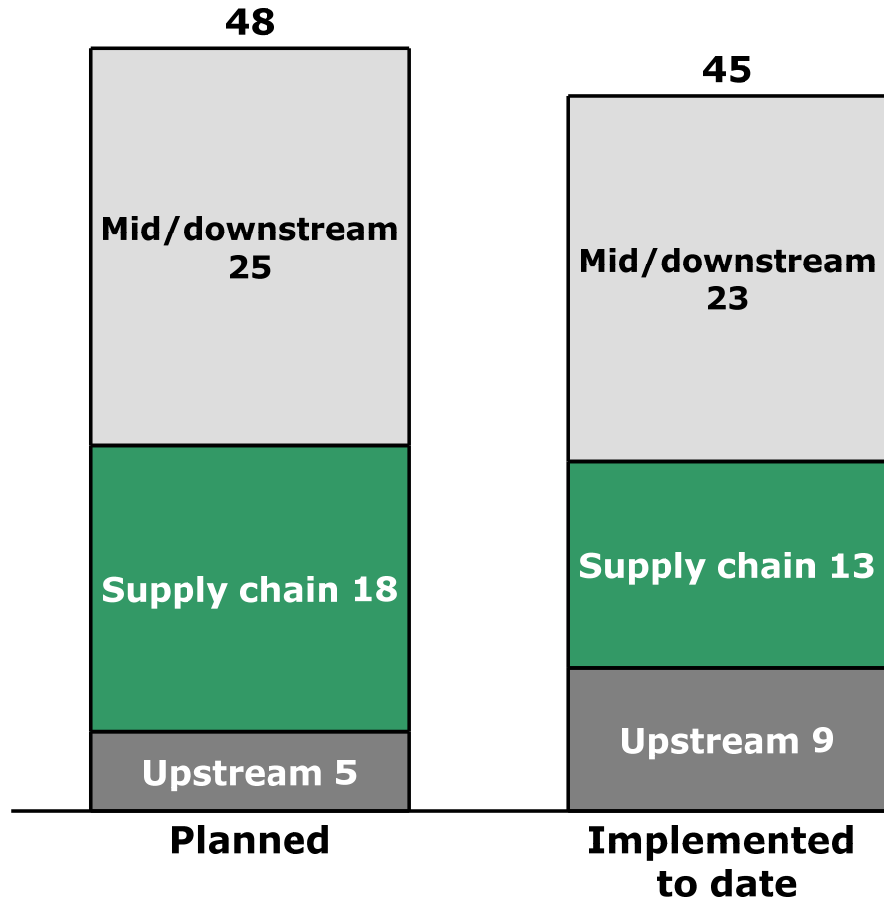
	Olam	ADM	Bunge	Cargill	Dreyfus	Glencore	Noble	Wilmar	Major Competitors
Edible nuts	✓								Olam
SVI	✓						✓		1
Coffee	✓				✓		✓		2
Cocoa	✓	✓		✓			✓		3
Dairy	✓								Olam
Grains/Rice	✓	✓	✓	✓	✓	✓	✓	✓	7
Sugar/Sweeteners	✓		✓	✓	✓	✓	✓	✓	6
Palm	✓			✓	✓		✓	✓	4
PFB	✓							✓	1
Natural Fibres	✓			✓	✓	✓	✓		4
Wood Products	✓								Olam
Rubber	✓							✓	1
Fertilisers	✓								Olam
CFS	✓	✓		✓	✓				3
Presence in products (#)	14	3	2	6	6	3	7	5	

We committed to the strategy by investing **US\$1.94 billion** in the first 2 years of the plan

US\$M	2010		2011		Total	
	Cashflow	Committed	Cashflow	Committed	Cashflow	Committed
Cashew	18	41	24	24	41	65
Peanuts	-	-	-	-	-	-
Almonds	277	277	25	100	302	377
Spices & Vegetable Ingredients	100	100	11	11	111	111
Coffee	42	42	20	20	62	62
Cocoa & Speciality Fats	-	-	67	71	67	71
Dairy	10	10	122	122	132	132
Grains	58	58	22	22	80	80
Rice	-	-	-	-	-	-
Sugar & Sweetener	-	-	27	180	27	180
Palm	-	-	2	133	2	133
PFB	-	-	8	8	8	8
Natural Fibres	-	-	-	-	-	-
Wood Products	-	-	42	42	42	42
Rubber	-	-	-	-	-	-
Fertilisers	-	-	34	678	34	678
Total	505	528	404	1,411	908	1,939

Strong momentum in successfully executing this plan

No. of initiatives based on 2009 plan



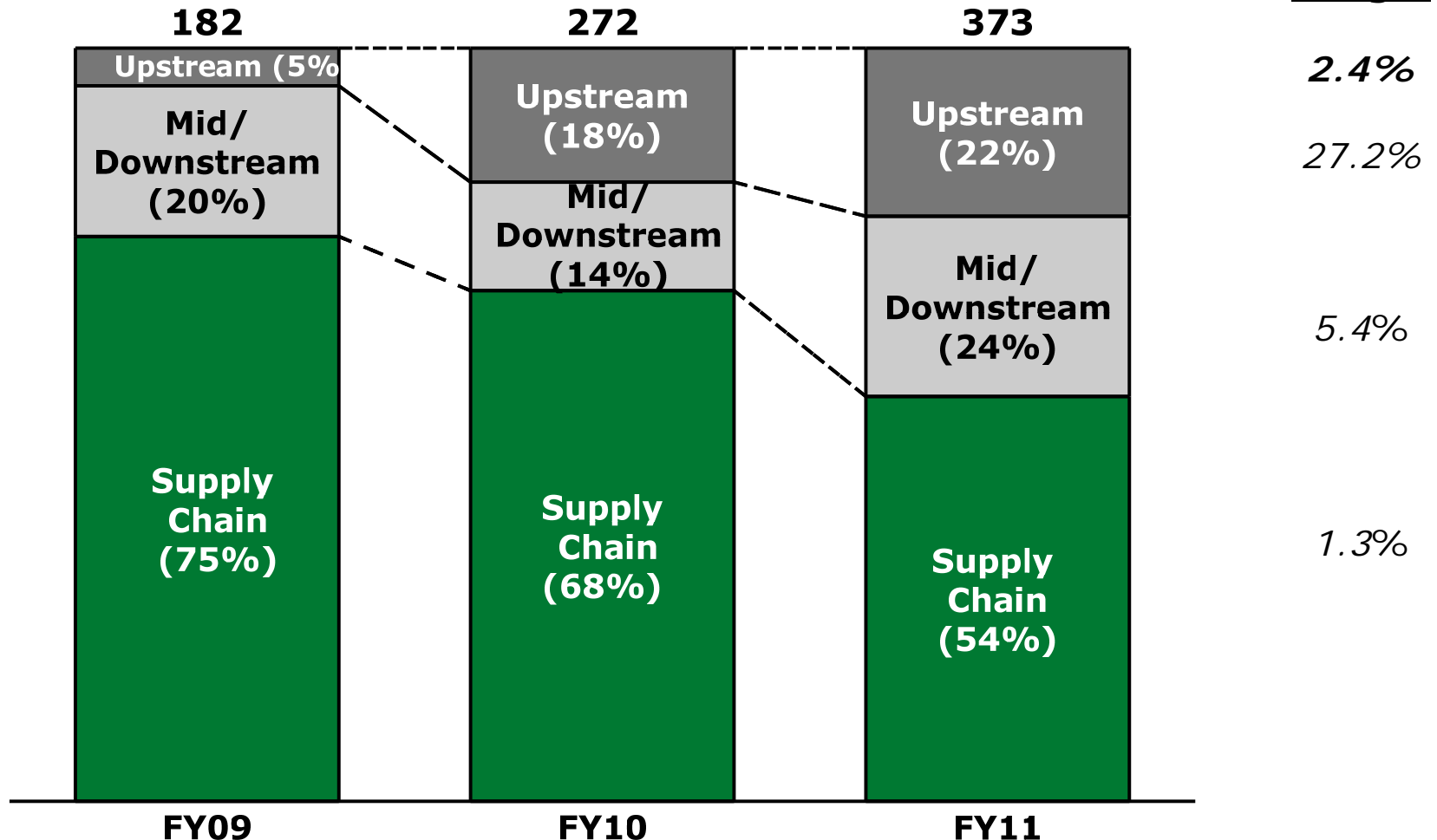
SELECT EXAMPLES

- Gilroy Foods (US)
- Britannia Foods (UK)
- Almonds processing (AUS)
- Soluble coffee manufacturing (Vietnam)
- Cocoa grinding (IVC)
- Wheat milling (Nigeria/Ghana)
- Sugar refining (Indonesia/Nigeria)
- Cashew mechanical processing (IVC/Nigeria)
- Queensland Cotton (Aus)
- Coffee sourcing (Mexico/Guatemala)
- Wood products sourcing (Panama/Costa Rica)
- Other new countries: Cambodia, Ecuador, M'sia
- Almonds orchards (AUS/US)
- Fertilizer manufacturing (Gabon)
- Coffee plantations (Laos/Tanzania/Ethiopia)
- Dairy farming (Uruguay)
- Palm/rubber plantations (W. Africa)
- Timber Forestry Concessions (Gabon/RoC/Moz.)

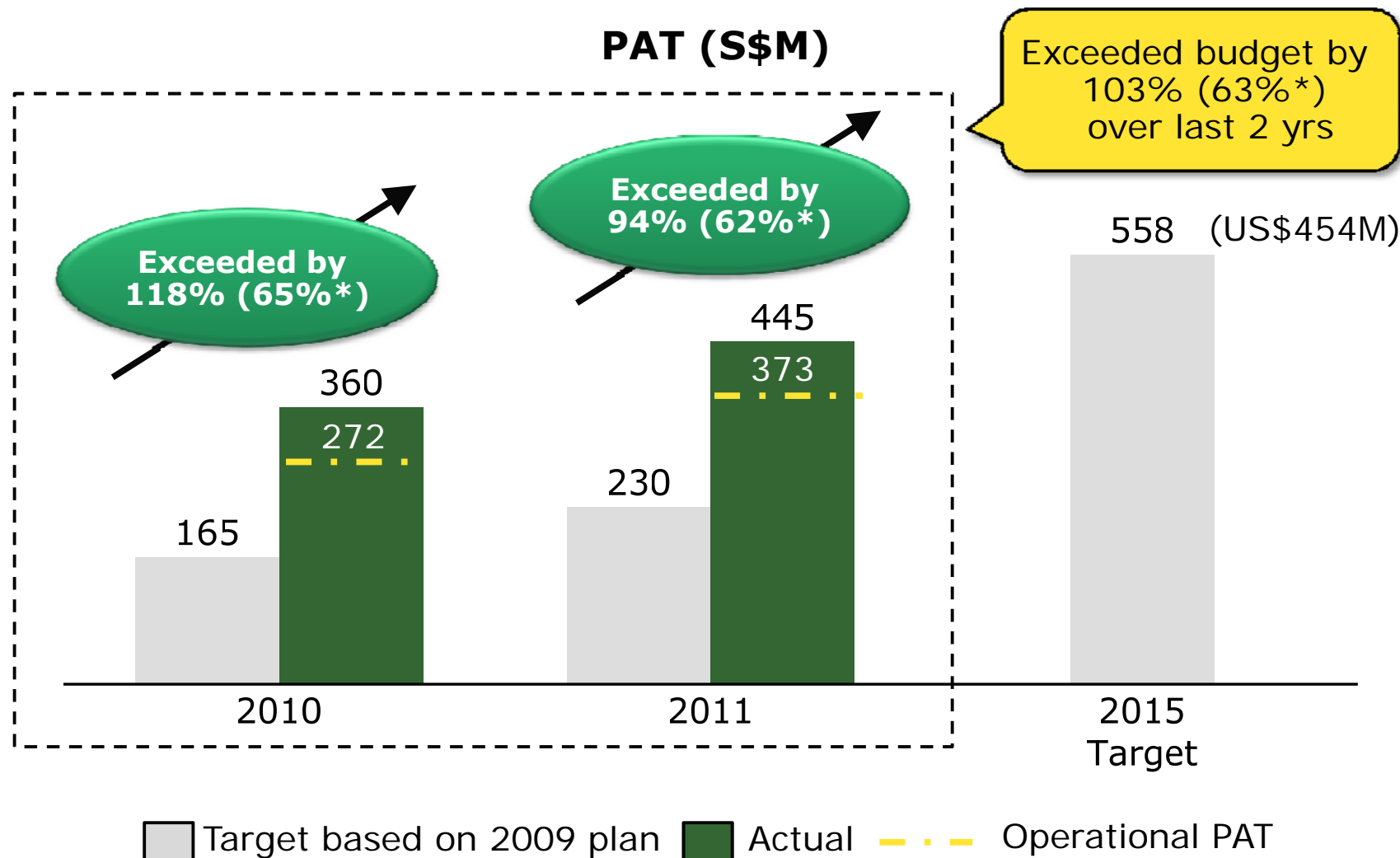
Diversification across the value chain has already seen good momentum

PAT (S\$ M)

FY11 PAT
Margin

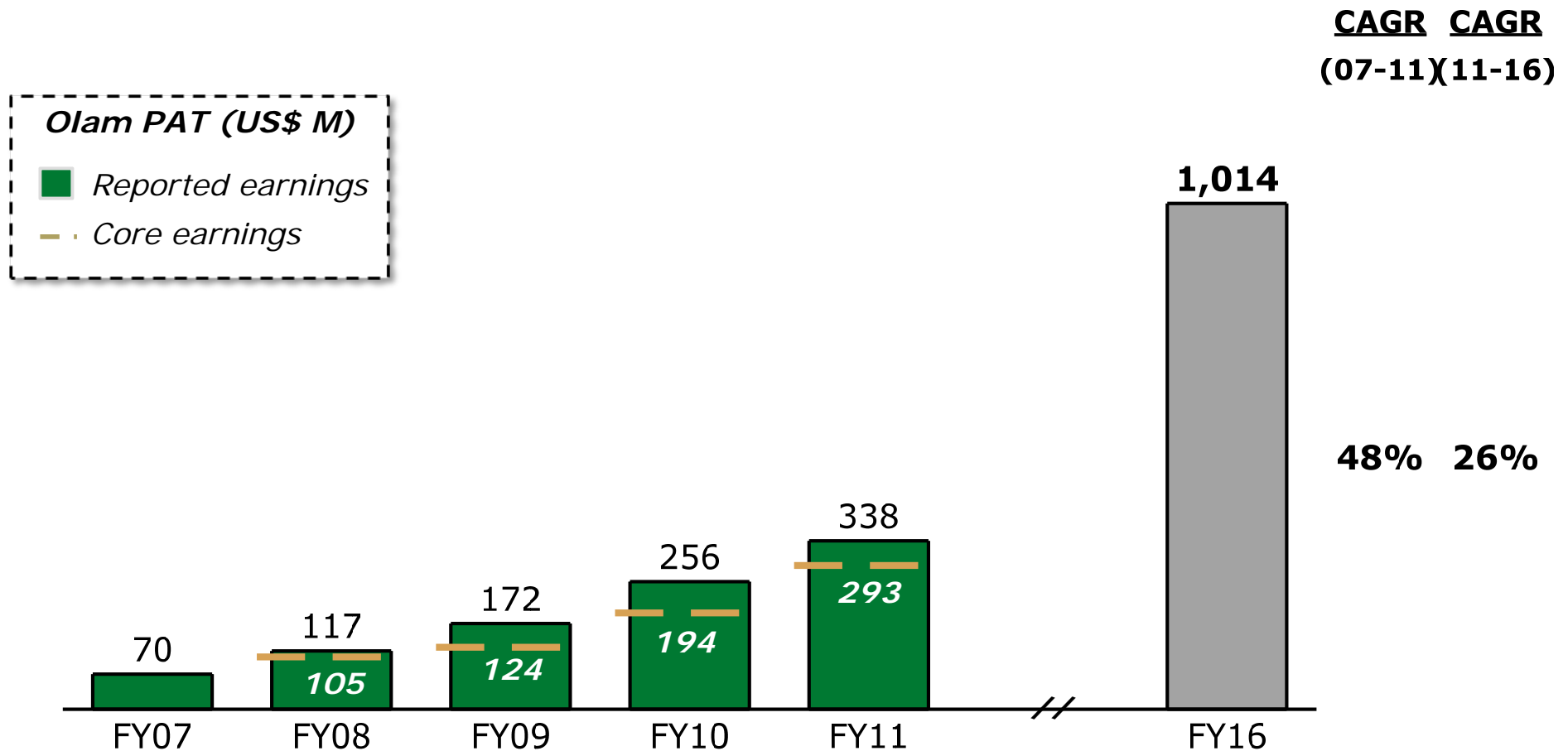


Successful execution led to a **strong trajectory** towards achieving our **FY2015 targets**



* Based on operational PAT

Strong trajectory prompted us to revise our aspiration to achieve **US\$1B PAT** by rolling forward our plan by 1 year to **FY2016**

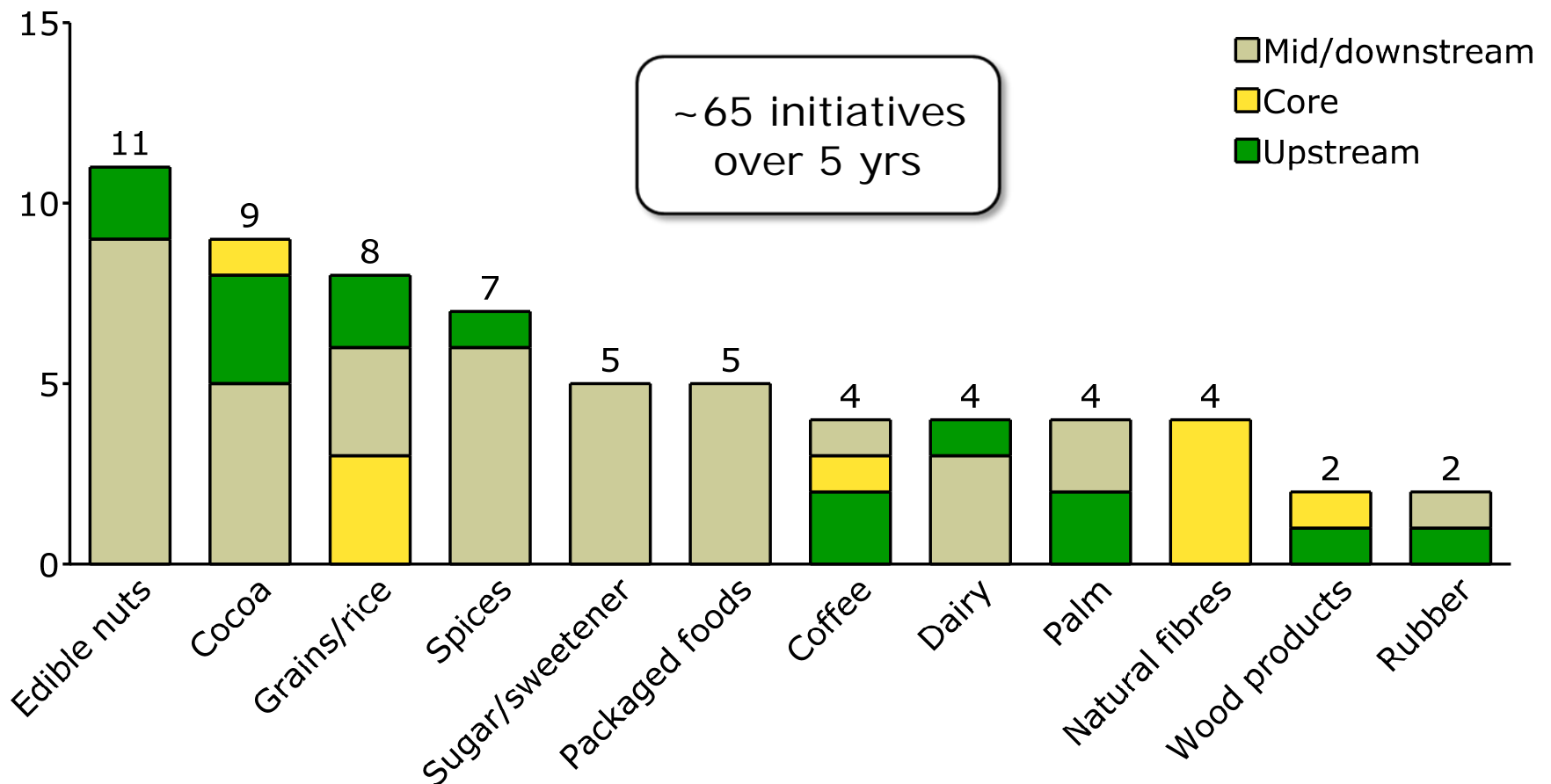


Goals & Boundary Conditions:

- PAT margin >4%; RoE 25%; ROIC 14%
- No further equity dilution

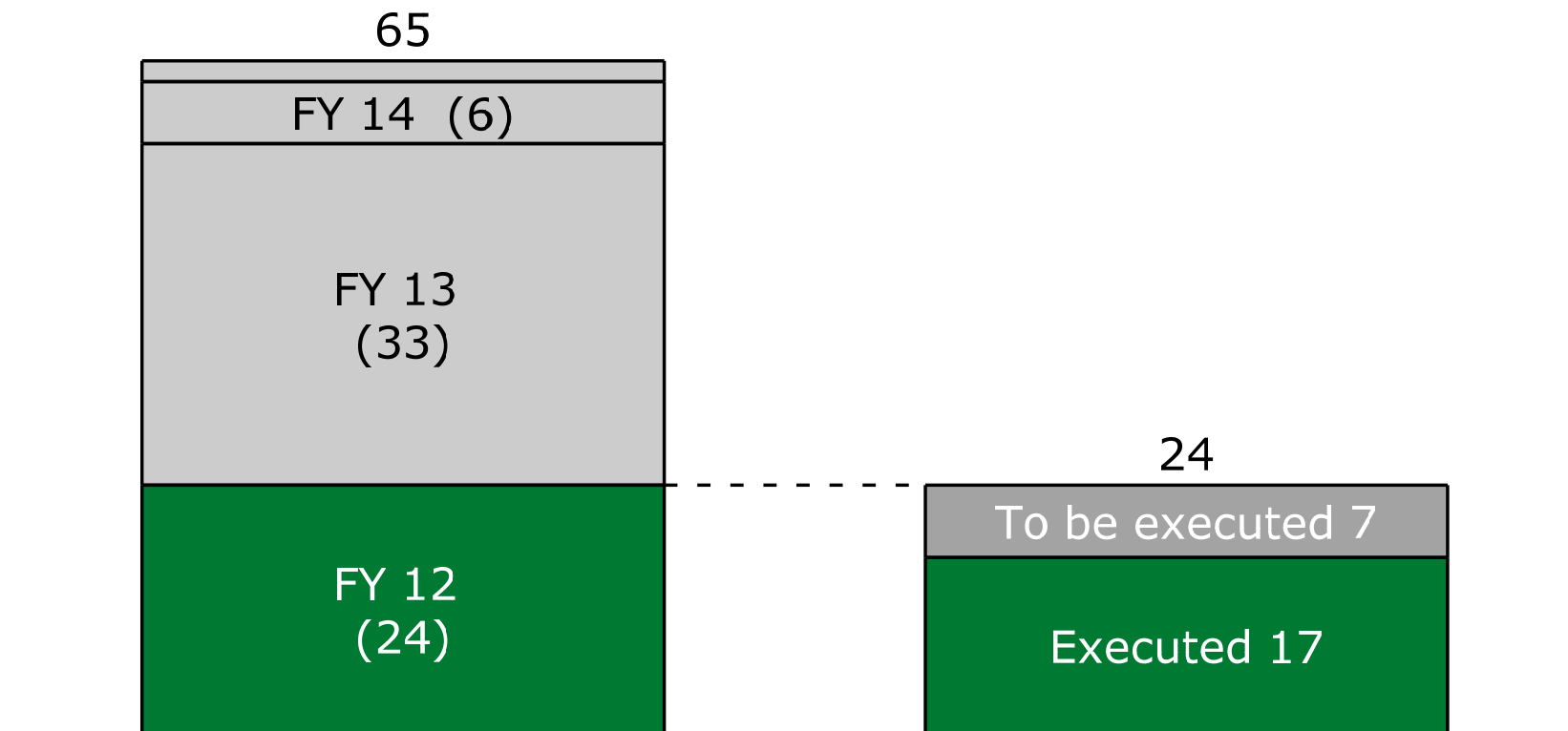
Our strategy is **granular** on **where to compete**

Number of initiatives over next 5 years



All planned initiatives of FY12 are either already executed or are near execution

No. of new initiatives



New initiatives **planned & executed** in **FY2012**

No. of new initiatives

24



FY 12 Planned Start

Projects approved by the board in H1 FY12

	BU	Description
1	Sugar	Acq. of Hemarus industries- a sugar milling & cogen facility
2	Palm	Investment in port based palm refinery in Mozambique
3	Grains	Position in Greenfield AUS port based grain elevation facility
4	Grains	Expanding existing wheat milling facility; Nigeria
5	Dairy	75% investment stake in dairy & grains farming in Russia
6	Coffee	Expansion of VN soluble coffee facility from 4k to 20k tpa
7	Coffee	Upstream coffee initiative in Tanzania
8	Coffee	Setting up green coffee processing in Peru
9	Cocoa	Acquisition of MCT-leading cocoa powder player in Spain
10	Spices	Acquisition of VKL India Ltd- leading spices producers/exporters
11	Rice	Nigeria rice farming, paddy parboiling & processing project
12	Nuts	Ingredients-Cashew, Vietnam
13	Nuts	Acquiring 1122 gross acres of almond orchards in California
14	Nuts	To acquire Progida- a hazelnuts player in Turkey
15	PFB	Acq. of TFL- a tomato paste manufacturer based in Ghana
16	PFB	OK foods acq; leading biscuits & candy player in W. Africa
17	PFB	Acq. of United Biscuits-Ghana biscuit manufacturer

Integrating upstream: 24 initiatives in 13 Commodities across 17 countries. Total land bank in excess of 2.5m hectares

- ✿ **Almond orchards:** Australia & USA
- ✿ **Cashew plantation:** Mozambique
- ✿ **Coffee plantations:** Ethiopia, Laos & Tanzania
- ✿ **Cotton farming:** Brazil & Mozambique
- ✿ **Dairy farming:** Uruguay & Russia
- ✿ **Grains farming:** Russia & Argentina
- ✿ **Palm plantations:** Cote d'Ivoire & Gabon
- ✿ **Peanut farming:** Argentina
- ✿ **Rice farming:** Mozambique & Nigeria
- ✿ **Rubber plantations:** Cote d'Ivoire, Ghana & Nigeria
- ✿ **Tomato farming:** USA



-
- ✿ **Hardwood forest concessions:** Republic of Congo, Republic of Gabon & Mozambique
 - ✿ **Teak plantations:** South America (Costa Rica & Panama)

Expanding into midstream: 32 initiatives across 16 commodities in 19 countries

- ❖ **Almond processing:** Australia & USA
- ❖ **Cocoa processing:** Cote d'Ivoire & Nigeria
- ❖ **Cocoa powder manufacturing:** Spain
- ❖ **Cocoa speciality fats manufacturing:** UK
- ❖ **Cashew mechanical processing:** Cote d'Ivoire & Nigeria
- ❖ **Cashew ingredients manufacturing:** Vietnam
- ❖ **Cotton ginning:** Cote d'Ivoire, Mozambique, Zambia & Zimbabwe
- ❖ **Dairy sweetened condensed milk manufacturing:** Cote d'Ivoire
- ❖ **Dairy processing:** New Zealand
- ❖ **Dairy fat filled plant:** Malaysia
- ❖ **Edible Oil Refining:** Mozambique
- ❖ **Fertiliser (ammonia/urea) manufacturing:** Gabon



Expanding into midstream: 32 initiatives across 16 commodities in 19 countries

- ✿ **Soluble Coffee manufacturing:** Vietnam
- ✿ **Green Coffee processing:** Peru
- ✿ **Hazelnuts processing:** Turkey
- ✿ **Rice milling:** Nigeria
- ✿ **Rice aggregation, packing & sortexing:** Thailand
- ✿ **Spice grinding:** India & Vietnam
- ✿ **Spices & Vegetable Ingredients - Onion dehydration:** USA
- ✿ **Spices & Vegetable Ingredients - Garlic dehydration:** USA
- ✿ **Spices & Vegetable Ingredients - Other vegetable ingredients:** USA
- ✿ **Sugar Milling:** India
- ✿ **Sugar Refining:** Indonesia & Nigeria
- ✿ **Tomato Paste manufacturing:** USA
- ✿ **Wheat Milling:** Nigeria & Ghana

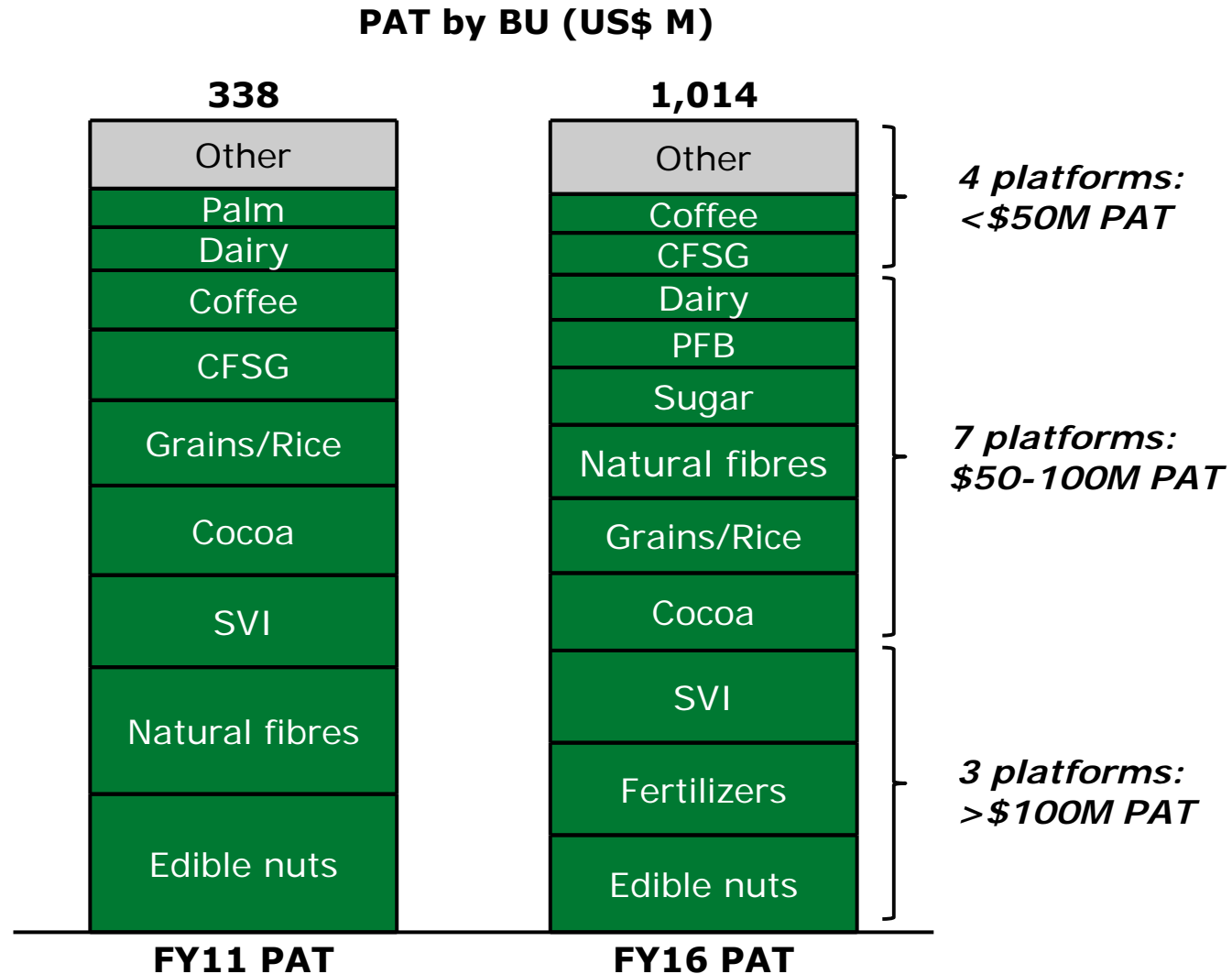


Expanding downstream: 6 initiatives in growing the PFB franchise in Africa

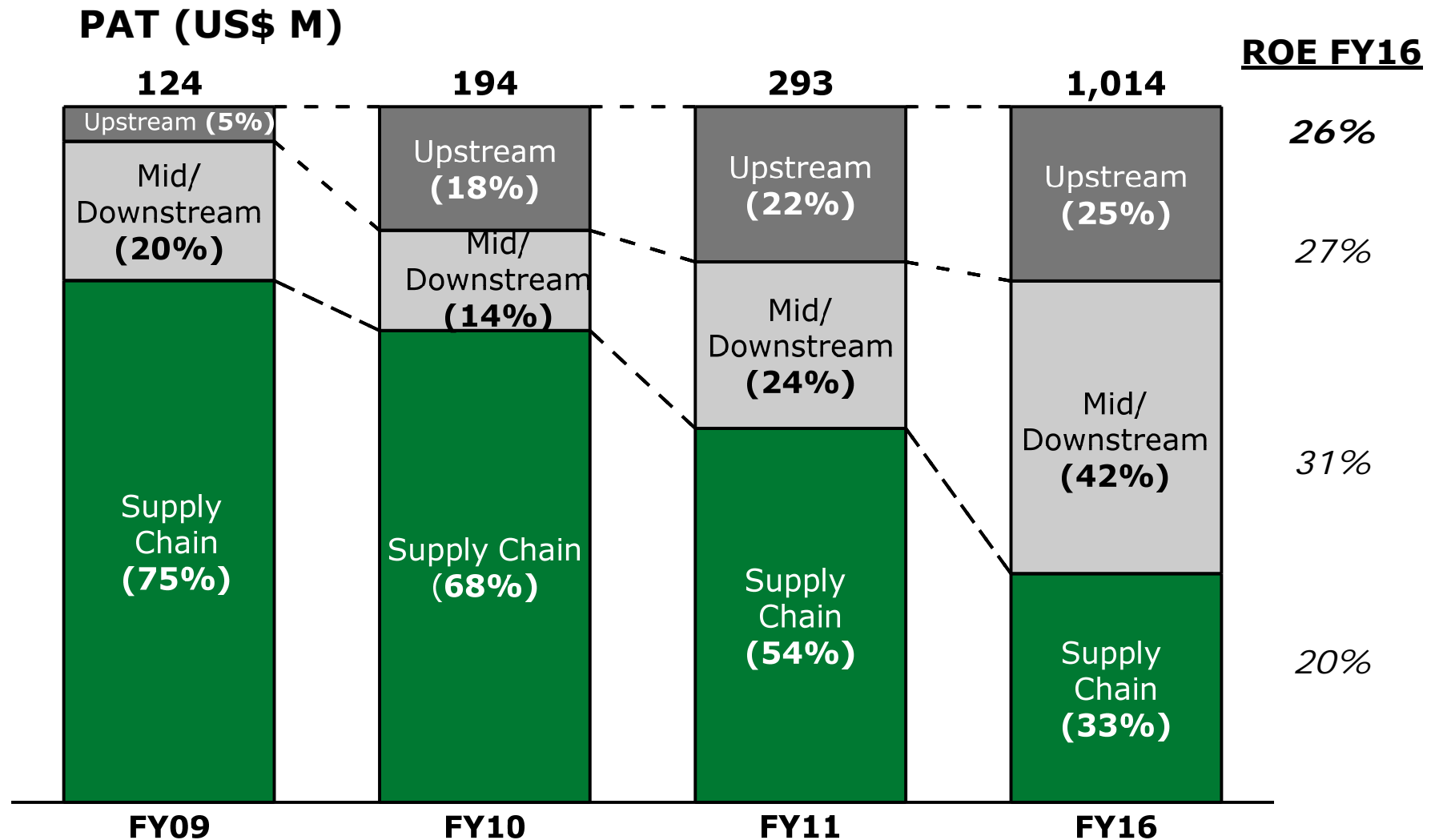
- ❖ **PFB - Tomato Paste canning & distribution:** Ghana
- ❖ **PFB - Tomato Paste sachet manufacturing & distribution:** Nigeria
- ❖ **PFB - Biscuit manufacturing & distribution:** Ghana & Nigeria
- ❖ **PFB - Candy manufacturing & distribution:** Nigeria
- ❖ **PFB - noodles manufacturing & distribution:** Nigeria



Well diversified across scale platforms



Leading to a well balanced portfolio with greater than 25% ROE



Revised plan is in line with our **Governing Objective**

Our **Governing Objective** is to **maximise** long term **intrinsic value** for our **continuing shareholders** in an **ethical, socially responsible & environmentally sustainable manner**

3 key drivers to achieving our governing objective

**Open up
capital
spreads**

*ROE-KE: 15%
ROIC-WACC: 7%*

**Increase
the rate of
profitable
growth**

*PAT growth
FY11-16: 26%*

**Sustain
duration of
growth**

*PAT growth
Horizon 2*

3 key drivers to achieving our **Governing Objective**

Open up capital spreads

ROE-KE: 15%
ROIC-WACC: 7%

- ❖ Double net profit margin to 4% by:
 - Selectively integrating upstream
 - Selectively expanding into midstream
- ❖ Developing new latent asset businesses (CFS, PFB & Fertiliser).

Increase the rate of profitable growth

PAT growth
FY11-16: 26%

- ❖ Differentiate, build sustainable competitive advantage & scale

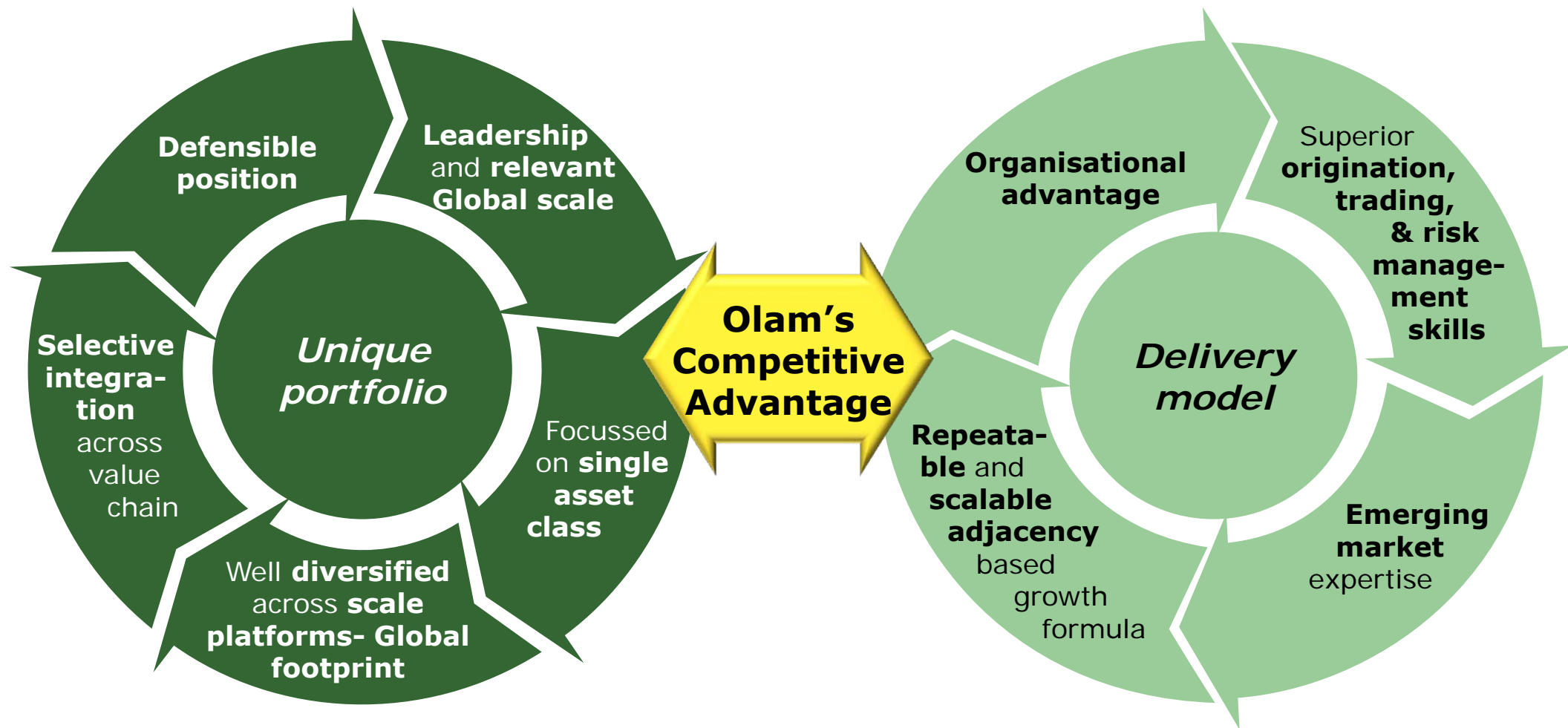


Sustain duration of growth

PAT growth
Horizon2

- ❖ Invest to secure future growth in Horizon 2 (FY2017-2021).
- ❖ Grow by expanding in to adjacent products, geographies, businesses & value chains.

We have **built true sources of competitive advantage**: A unique portfolio & delivery model



Summary

- ✿ Focused business portfolio
- ✿ Defensible portfolio
- ✿ Good business mix, intelligently diversified spreading the risks
- ✿ Selective integration strategy upstream & midstream in excess return opportunities
- ✿ String-of-pearls M&A strategy reduces risk
- ✿ Differentiated business model (out originating, customised marketing solutions & services and selective value chain integration)
- ✿ Strong growth opportunities

Summary

- ✿ Significantly stronger balance sheet and more resilient to better manage macro economic risks (credit crisis). Strong long term shareholders.
- ✿ Strong momentum to achieve FY2016 ambition of US\$1 billion NPAT.
- ✿ Strong leadership with clear vision and highly competent Executive Management Team ("strong operators").
- ✿ Consistency in performance across economic and commodity cycles.

Thank You

