



Introduction to Olam

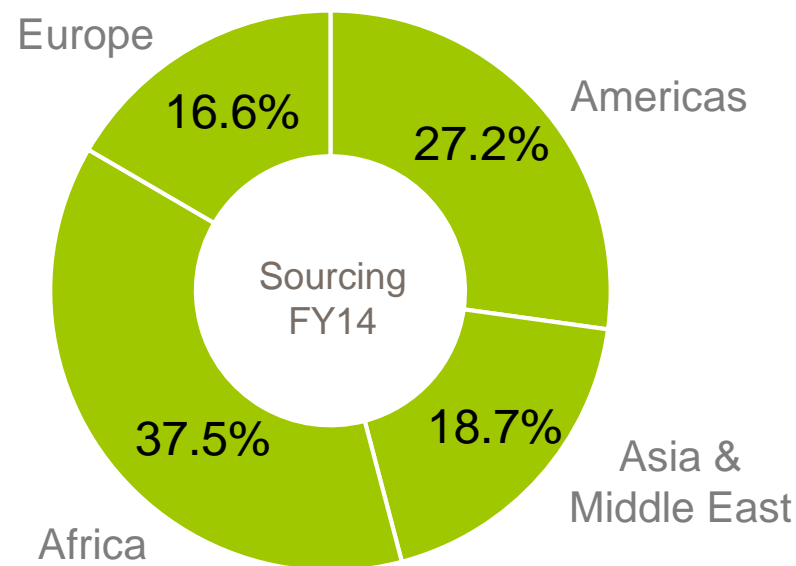
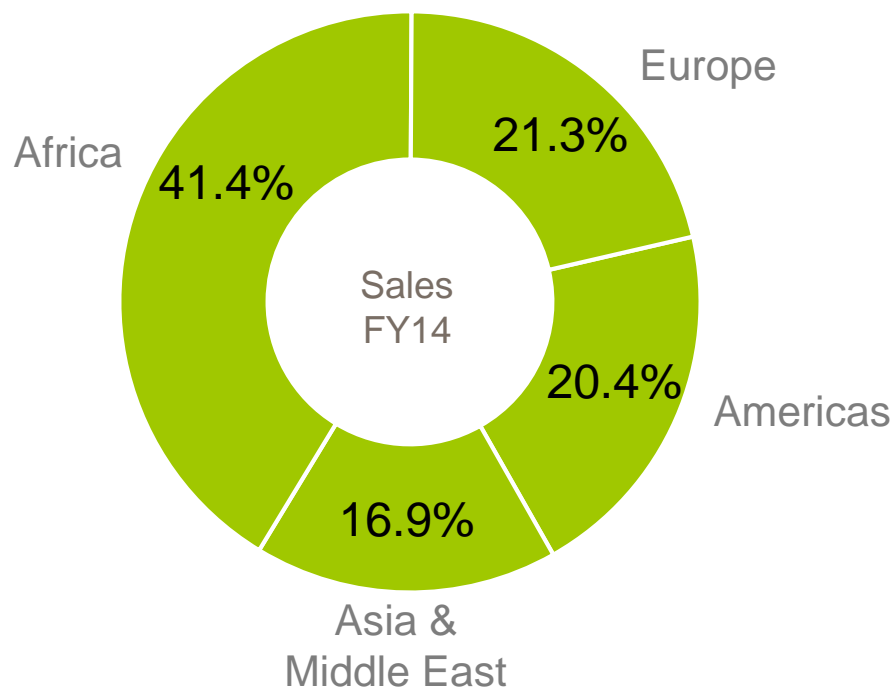
A leading global agri-business,
operating from seed to shelf

An overview

- In **26 years**, we have grown from a single product exporter, to a global agri-business leader, operating from seed to shelf
- Working in **70 countries**
- Organised into **16 platforms**, comprising **44 agri-commodities**
- Headquartered in Singapore and listed on the Singapore Exchange (SGX)
- Over **25,000 employees** catering for **14,000 customers** worldwide
- Direct buying links with **4 million farmers**
- **140 processing facilities** globally
- **2.1 million hectares** of land under Olam management

Our financials

- **S\$19.4 billion** sales value FY14
- **S\$641.3 million** PAT FY14
- **14.9 million MT** sales volume FY14
- **S\$5.21 billion** market capitalisation (Dec 2015)



Our shareholder structure

51.4%

Temasek (Majority Shareholder)

22.2%

Other Institutions and Public Shareholders

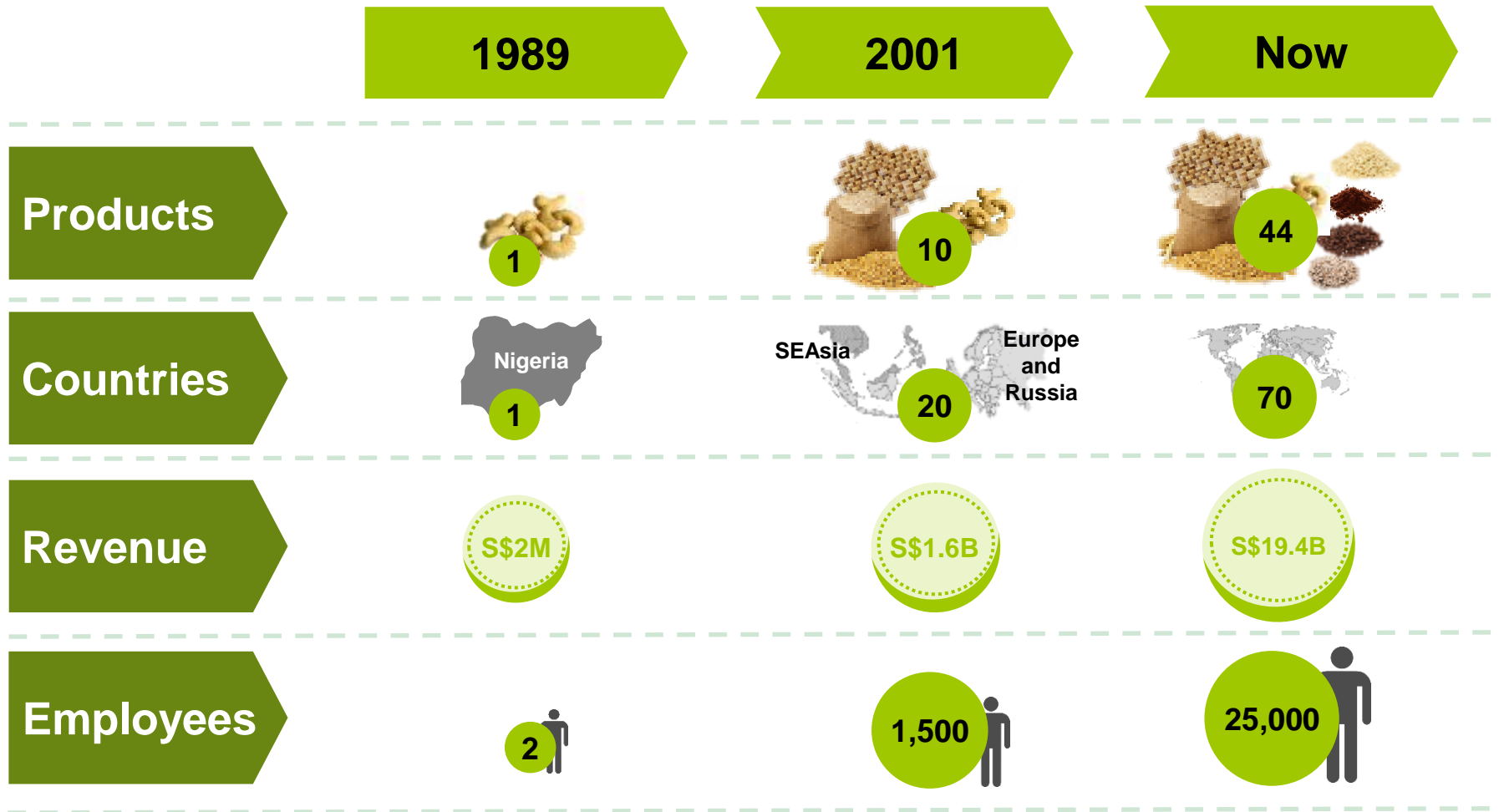
20%

Mitsubishi Corporation

6.4%

Olam's Management

Our 26 year history



Our portfolio

Five segments

Edible Nuts, Spices and Vegetable Ingredients



- Almonds
- Cashews
- Hazelnuts
- Peanuts
- Pistachios
- Walnuts
- Sesame
- Spices and Vegetable Ingredients

Confectionery and Beverage Ingredients

- Cocoa
- Coffee



Food Staples and Packaged Foods



- Dairy
- Grains
- Packaged Foods
- Palm
- Rice
- Sugar and Sweeteners

Industrial Raw Materials

- Ag Logistics and Infrastructure
- Fertilisers
- Cotton
- Rubber
- Wood Products



Commodity Financial Services



- Market Making and Risk Management Solutions
- Fund Management

Our portfolio

Leadership positions

**Edible Nuts,
Spices and
Vegetable
Ingredients**



**#1 global
dehydrated onion
and garlic
supplier**

**#1 global cashew
supplier**

**#2 global almond
grower**

**Confectionery
and Beverage
Ingredients**

**#1 focused
supplier of cocoa
products**

**#1 originator of
cocoa**

**#2 global coffee
supplier**



**Food Staples
and Packaged
Foods**



**#2 global rice
supplier**

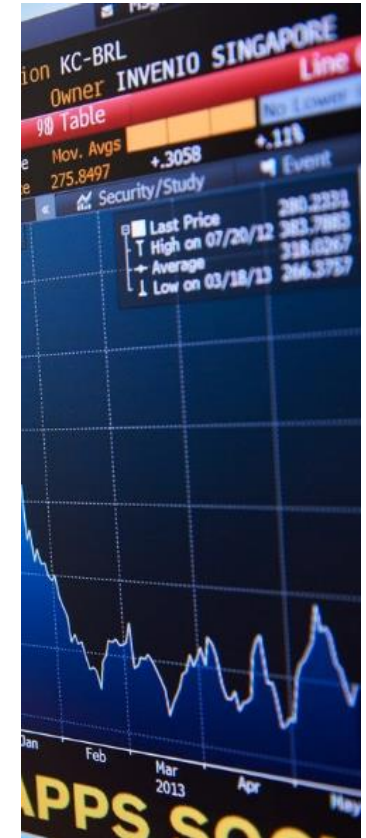
**Industrial Raw
Materials**

**#1 global FSC®
certified
contiguous
tropical forestry
concessions**

**#2 global cotton
merchant**



**Commodity
Financial
Services**



Our value chain

1. Selective upstream

- Perennial tree crops
- Broadacre row crops
- Dairy farming
- Forest concessions



2. Supply chain

- Global origination and sourcing
- Primary processing
- Inland and marine logistics
- Merchandising
- Trading
- Value-added solutions and services
- Risk Management

3. & 4. Selective mid/downstream

- Value-added/manufacturing
- Branding and distribution (Africa)



Olam's purpose

Our Purpose of 'Growing Responsibly' describes how we do business.

We ensure profitable growth is achieved in an ethical, socially responsible and environmentally sustainable manner.

This is integral to our business model.



Growing Responsibly

Commercial

- Strong governance
- Transparency
- Reliable systems
- Risk management



Environmental

- Being good stewards of the environment
- Protecting the natural capital essential to our business



Social

- Improving the livelihoods of those communities where we work
- Providing a fair, safe and healthy workplace for our people

Our cultures and values

Founder's mentality across our team has been key to our success.

Three top management teams:

- Executive Committee (13 members)
- Operating Committee (32 members)
- Management Committee (94 members)



Entrepreneurship



Stretch and Ambition



Mutual Respect
and Teamwork



Ownership



Integrity



Partnerships

Recognition

- Singapore Business Federation Sustainability Award – 2014
- Most Progress in Investor Relations and Best in Sector, Investor Relations Magazine Awards – 2014
- Rainforest Alliance ‘Sustainable Standard-Setter’ Award – 2013
- Guardian Sustainable Business Award, Society Category – 2013
- Asian Human Capital Award – 2012
- Forbes Asia's Fabulous 50 – 2009, 2010 and 2012
- Global Top Company for Leaders in Asia Pacific 2009 by Hewitt Associates and Forbes
- Most Transparent Company, SIAS Investors’ Choice Awards – 2005 to 2011
- Case studies: Harvard Business Review, Sustainable Business Leader Program - University of Cambridge, Rockefeller Foundation



Optional slides



Facts and snippets

The amount of coffee handled annually equates to **1,300 cups** consumed every second

The quantity of rice handled by Olam annually could feed everyone in the world with **3 servings**

1 in 4 chocolate bars are made from beans handled by Olam

We plant, harvest and process enough tomatoes annually to top **3.2 billion pizzas**

The amount of peanuts processed by Olam annually could easily serve **7,610,626,992** peanut butter sandwiches

Supply and demand for agri-commodities

Trends indicate a growing imbalance

Demand factors

- Population growth increasing demand for food
- Increased per capita food consumption driven by rising incomes and urbanisation
- Dietary shift towards protein and fats in developing countries resulting in multiplier impact on demand for food and feed raw materials
- Biofuels increasing demand for food and feed raw materials

Supply factors

- Growing scarcity of arable land due to urbanisation, soil erosion, soil degradation and related factors
- Slowing rate of agricultural productivity improvement
- Water scarcity due to climate change, and other environmental degradation
- Logistical inefficiencies and storage bottlenecks

Business Model

How are we differentiated?

We have built a focused, differentiated and defensible portfolio

1. Focus on niche commodities and niche businesses with leadership positions (e.g. Edible Nuts, Cocoa, Coffee, Spices and Vegetable Ingredients, Dairy, Rice, Packaged Foods, Rubber and Ag Logistics and Infrastructure)
2. Adopt defensible niche strategies in mainstream commodity categories (e.g. Grains - Africa Milling; Sugar - Indo Refining, India Milling; Palm – leadership in West Africa)
3. Unique African footprint and operating capabilities (Direct presence in 23 countries in Africa)
4. Out-origin our competition - buying from growers and village level agents at the farmgate
5. Provide value added solutions and services to customers (Traceability guarantees, sustainable and certified raw materials, vendor managed inventory solutions, risk management solutions and proprietary market intelligence)
6. Uniquely shaped portfolio - selective and diversified upstream participation across products and geographies

Growing Responsibly

Environmental and social: seven focus areas



Land

Selecting and managing land responsibly



Water

Responsible use of water for our own needs without impacting the needs of others



Climate change

Adapting to climate risks and opportunities for Olam and communities



Livelihoods

Supporting thriving communities



Labour

Providing a safe workplace where everyone's rights are respected



Food security

Improving access to affordable food



Food safety

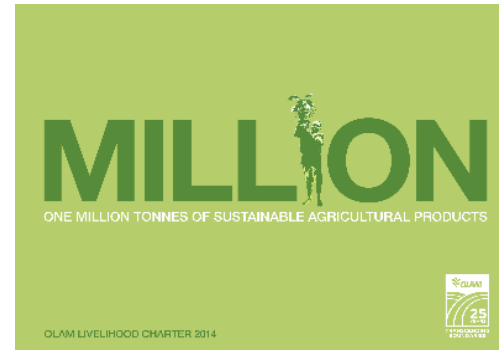
Improving food safety and quality across our business

Olam Livelihood Charter (OLC)

Our purpose: To build sustainable smallholder supply chains

Eight principles:

- Finance
- Improved yield
- Labour practices
- Market access
- Quality
- Traceability
- Social investment
- Environmental impact



Benefit:

Customers want reassurance of sustainable supply chains/traceability, but not necessarily 3rd party certification. OLC being externally verified, opens up joint partnerships (e.g. Nestlé, USAID).

Olam Livelihood Charter

FY 2014 highlights



350,147

Farmers

Up 12% on 2013



1 MILLION
TONNES

**Sustainable agricultural
products**

Up 400% on 2013



14

Countries

30 initiatives



8

Products

Up by 3 on 2013



US\$185
million

Interest-free loans

Up 57% on 2013



623,150
HECTARES

Smallholder land

Up 21% on 2013

Certification schemes

- Rainforest Alliance – cocoa and coffee
- UTZ Certified – coffee and cocoa
- Fairtrade – coffee and cocoa
- Organic – cocoa and cashew
- 4C – coffee
- Starbucks C.A.F.E. – coffee
- FSC® (Forest Stewardship Council) – timber
- Roundtable on Sustainable Palm Oil – palm
- Better Cotton Initiative, Cotton made in Africa – cotton
- Bonsucro – sugar



Benefit:

Added-value for customers, in some cases it is a prerequisite. Opportunity to gain technology and innovation expertise through partners, and mitigate reputational risk.

25th Anniversary initiatives

Olam's 25th anniversary celebrations focused on the theme '**Transcending Boundaries**' – the meaning of Olam. Another meaning of Olam is “enduring” or “everlasting”.

Four initiatives were launched to establish a lasting legacy.



Olam Food Security Research



Olam Scholarship Programme



Olam Foundation



Olam Sustainable Futures Forum

25th Anniversary initiatives (continued)



Olam Food Security Research Prize

US\$50k prize awarded in partnership with esteemed science organisation 'Agropolis Fondation' to recognise an outstanding scientific innovation for impact on availability, affordability, accessibility or adequacy of food, supporting further research. The inaugural prize was awarded to the System of Rice Intensification Network (Cornell University).



Olam Scholarship Programme

Creating a generation of change catalysts among African nationals who will contribute towards economic transformation, provide good governance, and act as change agents in their community. Aspiring and capable students will pursue higher education in four international institutions – Harvard, London School of Economics, INSEAD and Lee Kuan Yew School of Public Policy.

25th Anniversary initiatives (continued)



Olam Foundation

The Foundation provides a vehicle for Olam to support rural communities outside the day-to-day commercial framework of our business. With an initial corpus of US\$3 million, we will support education and health in targeted countries. We also intend to make additional annual contributions to scale the scope of the Foundation's activities



Olam Sustainable Futures Forum

The Forum will bring together leaders from different industries across the private sector, NGOs, and Governments with a focus on key macro issues, including food security, water security, energy security, climate change, sustainable growth and inclusive growth. The goal is a practical, action-oriented approach leading to private sector-led programmes for long-term solutions to these major challenges.