

**INDOFOOD AGRI RESOURCES LTD.**  
(Company Registration Number 200106551G)  
(Incorporated in Singapore)

Minutes of the Annual General Meeting (“**AGM**”) of Indofood Agri Resources Ltd. (the “**Company**”) held by way of electronic means on Wednesday, 27 April 2022 at 3.00 p.m. (Singapore Time)

**PRESENT** : In Attendance:  
Mr Lee Kwong Foo Edward (Chairman)  
Mr Lim Hock San (Vice Chairman and Independent Director)  
Mr Goh Kian Chee (Independent Director)  
Mr Mark Julian Wakeford (Executive Director and Chief Executive Officer)

Via video-conference:  
Mr Moleonoto Tjang (Executive Director)  
Mr Suaimi Suriady (Executive Director)  
Mr Axton Salim (Non-Executive Director)  
Mr Tjhie Tje Fie (Non-Executive Director)  
Mr Hendra Susanto (Independent Director)  
Ms Lee Siew Jee Jennifer (Company Secretary)  
Ms Mak Mei Yook (Chief Finance Officer and Company Secretary)  
Ms Ng Yian Yian (Secretarial agent, Intertrust Singapore Corporate Services Pte. Ltd.)  
Ms Low Sin Hui (Secretarial agent, Intertrust Singapore Corporate Services Pte. Ltd.)

**CHAIRMAN** : Mr Lee Kwong Foo Edward welcomed all present to the AGM and called the AGM to order at 3.00 p.m.

**QUORUM** : It was confirmed that a quorum was present.

**NOTICE OF MEETING** : The notice convening the AGM having previously been circulated to all the shareholders was, with the consent of the Meeting, taken as read.

The Chairman welcomed the shareholders who had joined the virtual AGM by webcast. He proceeded to introduce the directors attending in person in the Singapore office (i.e. Messrs Lim Hock San, Goh Kian Chee and Mark Julian Wakeford), and the directors attending by virtual means from Jakarta (i.e. Messrs Moleonoto Tjang, Suaimi Suriady, Axton Salim, Tjhie Tje Fie and Hendra Susanto).

He informed the Meeting that he had been appointed as proxy by a number of shareholders to vote on their behalf and voting would be conducted by poll. All

proxy forms had been submitted 72 hours before the AGM and the number of votes for and against each motion had been verified by the scrutineers.

The Chairman had also reported at the AGM that the Company did not receive any questions from shareholders before the AGM.

The Chairman invited Mr Mark Julian Wakeford ("**Mr Wakeford**") to give a presentation to the shareholders. Mr Wakeford provided an update on the industry and price trends of crude palm oil and raw sugar, as well as the key highlights of the Group's oil palm production. He also updated the shareholders on the financial results of the Group for FY2021. It was noted that despite the continued impact of Covid-19 on the global economy, the Group performed well in FY2021. A copy of the Company's presentation has been annexed as Appendix 'A' to these minutes.

The following resolutions were passed by poll as Ordinary Resolutions and the results were announced by the Chairman after each motion: -

## **AS ORDINARY BUSINESS**

### **1. DIRECTORS' STATEMENT AND AUDITED FINANCIAL STATEMENTS**

The results of the poll were as follows:

	<b>No of Shares</b>	<b>Percentage</b>
<b>For</b>	1,189,939,717	99.99%
<b>Against</b>	75,000	0.01%
<b>Total no. of shares represented by votes For and Against the resolution.</b>	1,190,014,717	100.00%

RESOLVED:–

That the Audited Financial Statements for the financial year ended 31 December 2021 together with the Directors' Statement and the Auditors' Report thereon, be and are hereby received and adopted.

### **2. DECLARATION AND PAYMENT OF A FINAL TAX-EXEMPT (ONE-TIER) DIVIDEND**

The results of the poll were as follows:

	<b>No of Shares</b>	<b>Percentage</b>
<b>For</b>	1,185,734,717	99.64%
<b>Against</b>	4,280,000	0.36%
<b>Total no. of shares represented by votes For and Against the resolution.</b>	1,190,014,717	100.00%

RESOLVED:–

THAT a final tax-exempt (one-tier) dividend of 0.8 Singapore cent per ordinary share in cash, recommended by the Directors in respect of the financial year ended 31 December 2021, be hereby declared payable on 20 May 2022 to the shareholders of the Company registered in the Register of Members of the Company at the close of business at 5.00 p.m. on 9 May 2022.

### 3. DIRECTORS' FEES

The results of the poll were as follows:

	No of Shares	Percentage
<b>For</b>	1,185,734,717	99.64%
<b>Against</b>	4,280,000	0.36%
<b>Total no. of shares represented by votes For and Against the resolution.</b>	1,190,014,717	100.00%

RESOLVED:–

That the Directors' Fees of S\$345,000/- for the financial year ended 31 December 2021 be approved.

### 4a. RE-ELECTION OF MR MOLEONOTO TJANG AS DIRECTOR

The results of the poll were as follows:

	No of Shares	Percentage
<b>For</b>	1,185,435,417	99.62%
<b>Against</b>	4,579,300	0.38%
<b>Total no. of shares represented by votes For and Against the resolution.</b>	1,190,014,717	100.00%

RESOLVED:–

That Mr Moleonoto Tjang who retires as a Director pursuant to Regulation 111 of the Company's Constitution, be hereby re-elected as a Director of the Company.

### 4b. RE-ELECTION OF MR SUAIMI SURIADY AS DIRECTOR

The results of the poll were as follows:

	No of Shares	Percentage
<b>For</b>	1,185,435,317	99.62%
<b>Against</b>	4,579,300	0.38%

<b>Total no. of shares represented by votes For and Against the resolution.</b>	1,190,014,617	100.00%
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RESOLVED:–

That Mr Suaimi Suriady who retires as a Director pursuant to Regulation 111 of the Company's Constitution, be hereby re-elected as a Director of the Company.

#### 4c. RE-ELECTION OF MR AXTON SALIM AS DIRECTOR

The results of the poll were as follows:

	<b>No of Shares</b>	<b>Percentage</b>
<b>For</b>	1,169,536,788	98.28%
<b>Against</b>	20,477,829	1.72%
<b>Total no. of shares represented by votes For and Against the resolution.</b>	1,190,014,617	100.00%

RESOLVED:–

THAT Mr Axton Salim who retires as a Director pursuant to Regulation 111 of the Company's Constitution, be hereby re-elected as a Director of the Company.

#### 5. RE-APPOINTMENT OF AUDITORS

The results of the poll were as follows:

	<b>No of Shares</b>	<b>Percentage</b>
<b>For</b>	1,185,734,717	99.64%
<b>Against</b>	4,280,000	0.36%
<b>Total no. of shares represented by votes For and Against the resolution.</b>	1,190,014,717	100.00%

RESOLVED: –

That Messrs Ernst & Young LLP, Public Accountants and Chartered Accountants in Singapore, the retiring auditors, who have expressed their willingness to continue in office, be and are hereby re-appointed as the auditors of the Company until the conclusion of the next AGM at a remuneration to be agreed upon between the directors and the auditors.

## **AS SPECIAL BUSINESS**

### **ORDINARY RESOLUTIONS**

#### **6. GENERAL MANDATE FOR ISSUE OF SHARES**

The results of the poll were as follows:

	<b>No of Shares</b>	<b>Percentage</b>
<b>For</b>	1,169,836,188	98.30%
<b>Against</b>	20,178,529	1.70%
<b>Total no. of shares represented by votes For and Against the resolution.</b>	1,190,014,717	100.00%

RESOLVED: –

That authority be and is hereby given to the directors of the Company to:

(i) (aa) issue shares in the Company ("**Shares**") whether by way of rights, bonus or otherwise; and/or

(bb) make or grant offers, agreements or options (collectively, "**Instruments**") that might or would require Shares to be issued during the continuance of this authority or thereafter, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into Shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the directors may, in their absolute discretion, deem fit; and

(ii) issue Shares in pursuance of any Instrument made or granted by the directors while such authority was in force (notwithstanding that such issue of Shares pursuant to the Instruments may occur after the expiration of the authority contained in this Resolution),

Provided that:

(iii) the aggregate number of the Shares to be issued pursuant to such authority (including the Shares to be issued in pursuance of Instruments made or granted pursuant to such authority), does not exceed 50% of the total number of issued Shares, excluding treasury shares and subsidiary holdings in each class (as calculated in accordance with paragraph (iv) below), and provided further that where Shareholders are not given the opportunity to participate in the same on a pro-rata basis ("**non pro-rata basis**"), then the Shares to be issued under such circumstances (including the Shares to be issued in pursuance of Instruments made or granted pursuant to such authority)

shall not exceed 20% of the total number of issued Shares excluding treasury shares and subsidiary holdings in each class (as calculated in accordance with paragraph (iv) below);

- (iv) (subject to such manner of calculation as may be prescribed by the Singapore Exchange Securities Trading Limited (the "**SGX-ST**")) for the purpose of determining the aggregate number of the Shares and convertible securities that may be issued under paragraph (iii) above, the total number of issued Shares shall be based on the total number of issued Shares of the Company excluding treasury shares and subsidiary holdings at the time such authority was conferred, after adjusting for:
- (aa) new Shares arising from the conversion or exercise of any convertible securities;
  - (bb) new Shares arising from exercising share options or the vesting of share awards; and
  - (cc) any subsequent bonus issue, consolidation or subdivision of the Shares;

and, in relation to an Instrument, the number of Shares shall be taken to be that number as would have been issued had the rights therein been fully exercised or effected on the date of the making or granting of the Instrument;

- (v) in this Resolution, "**subsidiary holdings**" shall refer to Shares of the Company held by any subsidiary of the Company in accordance with the provisions of the Companies Act 1967 (the "**Companies Act**"); and
- (vi) (unless revoked or varied by the Company in general meeting), the authority conferred by this Resolution shall continue in force until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is the earlier.

## 7. THE SHAREHOLDERS' MANDATE FOR INTERESTED PERSON TRANSACTIONS

The results of the poll were as follows:-

	No of Shares	Percentage
<b>For</b>	20,179,887	82.50%
<b>Against</b>	4,280,000	17.50%
<b>Total no. of shares represented by votes For and Against the resolution.</b>	24,459,887	100.00%

RESOLVED: –

That approval be and is hereby given, for the purposes of Chapter 9 of the Listing Manual of the SGX-ST, for the Company and its subsidiaries and associated companies (if any) which are considered to be “entities at risk” under Chapter 9, or any of them, to enter into any of the transactions falling within the types of Interested Person Transactions as set out in the Company’s Addendum to Shareholders dated 8 April 2022 (being an addendum to the Annual Report of the Company for the financial year ended 31 December 2021) (the “**Addendum**”), with any party who is of the class of Interested Persons described in the Addendum, provided that such transactions are made on normal commercial terms and in accordance with the review procedures for such Interested Person Transactions as set out in the Addendum (the “**Proposed IPT Mandate**”);

That the Proposed IPT Mandate shall, unless revoked or varied by the Company in general meeting, continue in force until the next AGM of the Company is held or is required by law to be held, whichever is the earlier;

That the Audit & Risk Management Committee of the Company be and is hereby authorised to take such action as it deems proper in respect of the procedures and/or to modify or implement such procedures as may be necessary to take into consideration any amendment to Chapter 9 of the Listing Manual of the SGX-ST which may be prescribed by the SGX-ST from time to time; and

That the directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they may in their discretion deem necessary, desirable or expedient in the interests of the Company to give effect to the Proposed IPT Mandate and/or this Resolution.

## 8. SHARE PURCHASE MANDATE

The results of the poll were as follows:

	No of Shares	Percentage
<b>For</b>	1,185,734,717	99.64%
<b>Against</b>	4,280,000	0.36%
<b>Total no. of shares represented by votes For and Against the resolution.</b>	1,190,014,717	100.00%

RESOLVED: –

That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act, as may be amended or modified from time to time, the exercise by the directors of the Company of all the powers of the Company to purchase or otherwise acquire issued and fully paid ordinary shares of the Company (the “**Shares**”) not exceeding in aggregate the Prescribed

Limit (as hereinafter defined), at such price or prices as may be determined by the directors of the Company from time to time up to the Maximum Price (as hereinafter defined), whether by way of:

- (i) market purchases (each a “**Market Purchase**”) on the SGX-ST; and/or
- (ii) off-market purchases (each an “**Off-Market Purchase**”) effected otherwise than on the SGX-ST in accordance with any equal access scheme(s) as may be determined or formulated by the directors of the Company as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act,

and otherwise in accordance with all other laws, regulations and listing rules of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the “**Share Purchase Mandate**”);

- (b) unless varied or revoked by the Company in general meeting, the authority conferred on the directors of the Company pursuant to the Share Purchase Mandate in paragraph (a) of this Resolution may be exercised by the directors of the Company at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on the earliest of:

- (i) the date on which the next AGM of the Company is held; or
- (ii) the date by which the next AGM of the Company is required by law to be held; or
- (iii) the date on which purchases or acquisitions of Shares are carried out to the full extent mandated;

- (c) in this Resolution:

“**Prescribed Limit**” means 7% of the total number of issued Shares of the Company (excluding subsidiary holdings in each class and any Shares which are held as treasury shares) as at the date of the passing of this Resolution; and

“**Maximum Price**”, in relation to a Share to be purchased, means an amount (excluding brokerage, stamp duties, applicable goods and services tax and other related expenses) not exceeding:

- (i) in the case of a Market Purchase, 105% of the Average Closing Price (as defined hereinafter); and
- (ii) in the case of an Off-Market Purchase, 110% of the Average Closing Price (as defined hereinafter),



where:

**“Average Closing Price”** means the average of the Closing Market Prices of the Shares over the last five Market Days on the SGX-ST, on which transactions in the Shares were recorded, immediately preceding the day of the Market Purchase or, as the case may be, the date of the making of the offer (as hereinafter defined) pursuant to the Off-Market Purchase, and deemed to be adjusted, in accordance with the listing rules of the SGX-ST, for any corporate action that occurs during such five-Market Day period and the day on which the purchases are made;

**“Closing Market Price”** means the last dealt price for a Share transacted through the SGX-ST’s trading system as shown in any publication of the SGX-ST or other sources;

**“date of the making of the offer”** means the date on which the Company announces its intention to make an offer for the purchase or acquisition of Shares from shareholders of the Company, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase;

**“Market Day”** means a day on which the SGX-ST is open for trading in securities; and

**“subsidiary holdings”** shall refer to Shares of the Company held by any subsidiary of the Company in accordance with the provisions of the Company Act; and

- (d) the directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they may in their discretion deem necessary, desirable or expedient in the interests of the Company to give effect to the transactions contemplated by this Resolution.

## 9. TERMINATION OF MEETING

THERE being no further business, the Meeting concluded at 3.28 p.m.

Confirmed as True Record of Proceedings Held

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**MR LEE KWONG FOO EDWARD**  
**CHAIRMAN**

# COMPANY PRESENTATION ANNUAL GENERAL MEETING

27 April 2022

3.00 p.m. Singapore time



a subsidiary of:

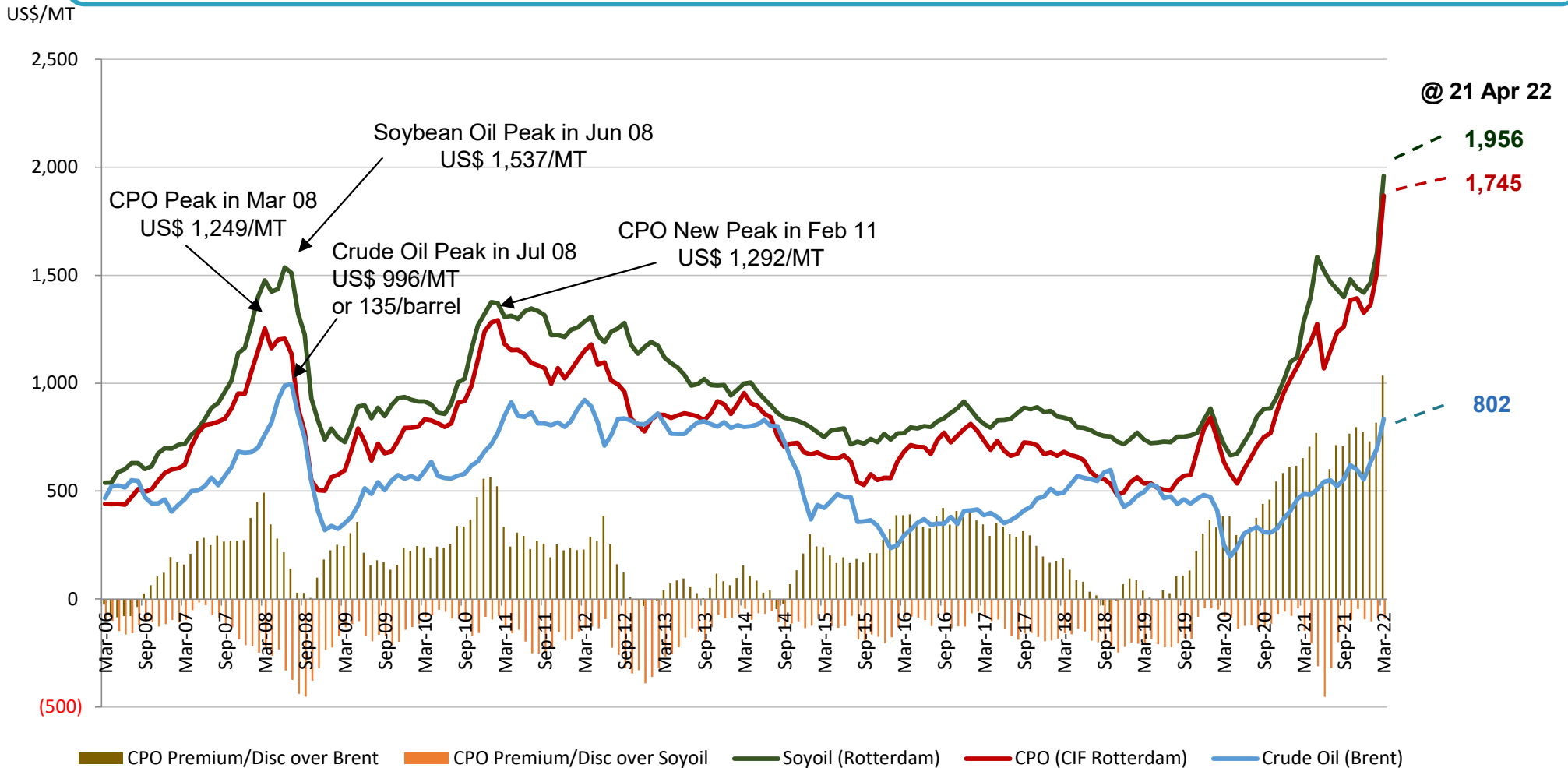
**Indofood**  
THE SYMBOL OF QUALITY FOODS

**IND@FOOD AGRI RESOURCES Ltd.**

# CPO vs. Brent Crude Oil vs Soyoil Price (Jan 06 – Mar 22)

*(CPO prices recover strongly due to low supplies in recent years and increased soyoil and fuel prices)*

- CPO prices **fell to a low in May 2020** and **hit an all time high in Q4 2021**
- Large scale soybean buying from China, slowdown in oil palm planting since 2012, the onset of a La Nina event, and tight vegetable oil stocks and supplies contributing to the recent bullish price trend and CPO
- Palm prices are following very bullish soyabean oil prices, and will be under-pinned by the Indonesian Biodiesel Mandate and the Export Levy

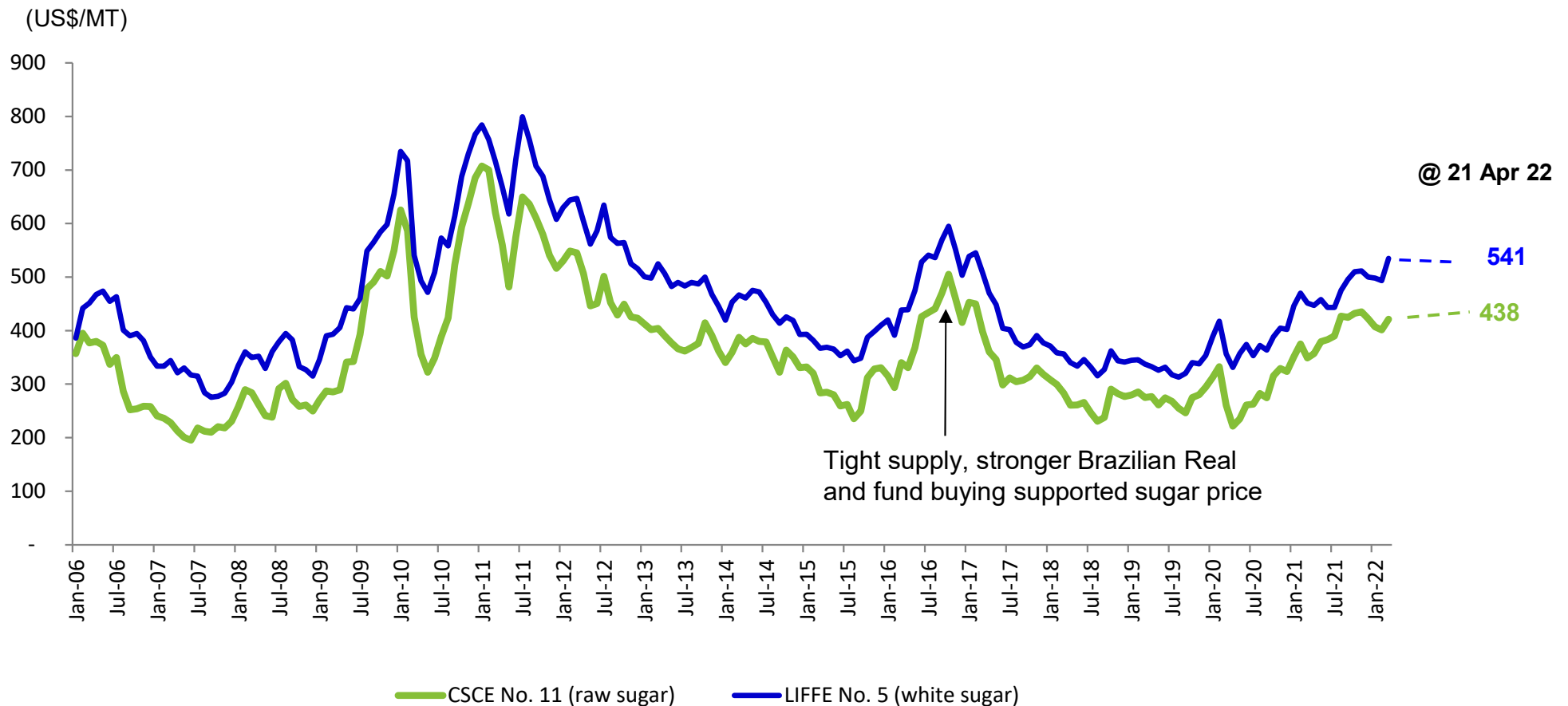


Note: Assume crude oil unit conversion - 1 MT equals to 7.4 barrels

# Sugar Prices – CSCE 11 and LIFFE 5 (Jan 06 – Mar 22)

(Supply risk builds in Brazil due to dry weather & frost event, which is a key benchmark for Brazilian sugar prices.)

- After two consecutive years of surpluses, the world recorded sugar deficits of ~3m MT for 19/20 & 20/21 crops.
- In 21/22 season, **Brazil had a lower cane crop** due to **extreme dry weather and frosts**. This, combined with higher fuel prices and a recovery in demand resulted in high ethanol prices.
- Brazil is still **maximised sugar in 2022** to meet the global demand, with local sugar prices increasing due to a weakening currency.



Source: Raw Sugar CSCE Sugar No. 11 is traded on Coffee Sugar and Cocoa Exchange – New York Board of Trade  
White Sugar LIFFE Sugar No. 5 is traded on the London International Financial Futures Option Exchange



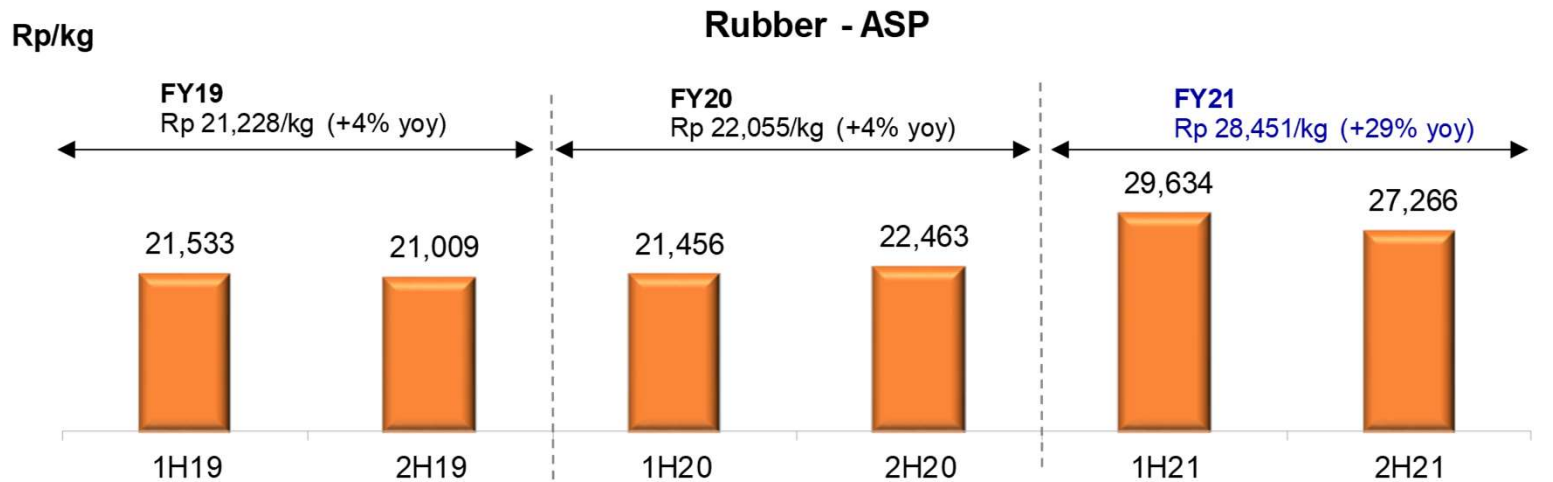
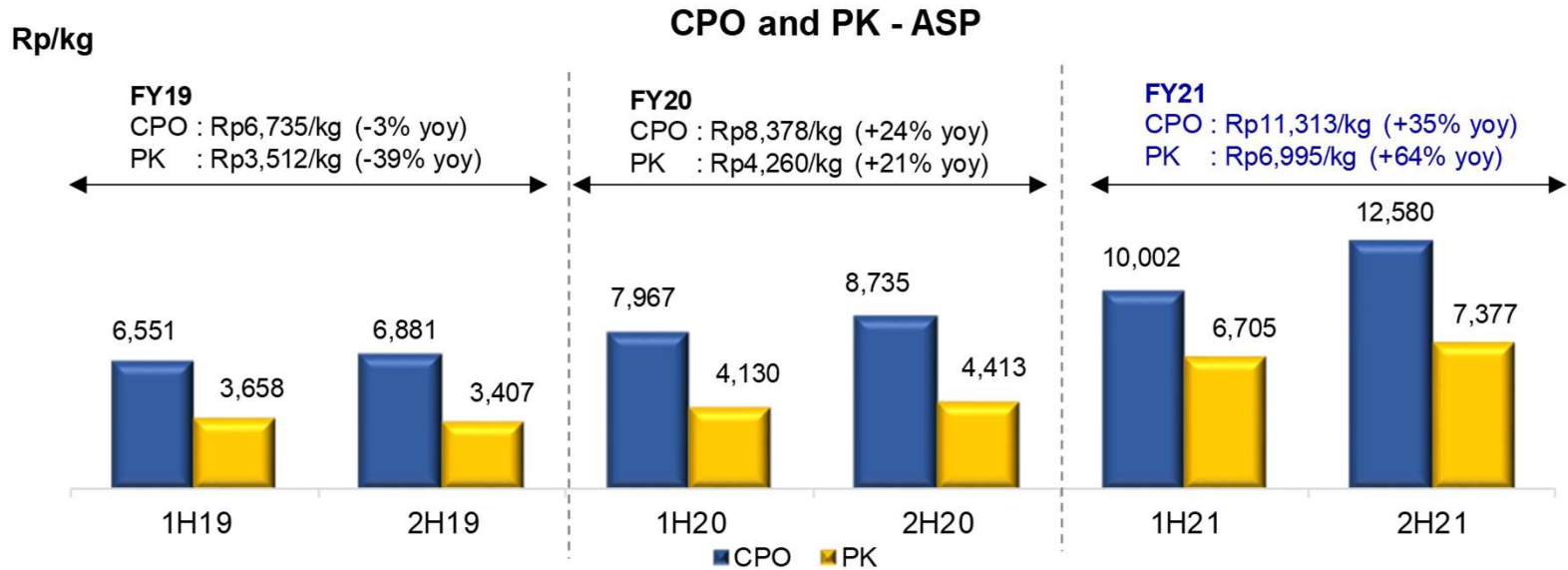
# Executive Summary

		FY21	FY20	YoY Growth
<b><u>PRODUCTION</u></b>				
Total FFB	('000 MT)	3,455	3,710	(7%)
FFB Nucleus	('000 MT)	2,761	2,986	(8%)
CPO	('000 MT)	687	737	(7%)
<b><u>ASP</u></b>				
CPO	(Rp/ Kg)	11,313	8,378	35%
PK	(Rp/ Kg)	6,995	4,260	64%
<b><u>FINANCIALS</u></b>				
Net profit after tax	(SGD' million)	120	15	682%
Core profit after tax <sup>(1)</sup>	(SGD' million)	167	65	155%
Dividend per share	(SGD cents)	0.8	-	n/m

Note: Converted at Rp10,652/S\$1

(1) Earnings before the effects of forex, FV gain on biological assets, ECL of plasma receivables, impairment of property, plant and equipment, adjustment of deferred tax due to changes in tax rate, share of non-recurring loss of an associate company and rationalisation costs.

# Average Selling Price (ASP) Trend



# Financial Summary

- Despite the continued impact of COVID-19 on the global economy, the Group reported a strong set of results with higher revenue and profitability in FY2021.
- The significant improved results were mainly due to a strong turnaround in the Plantation Division on higher selling prices of palm products. While the EOF Division achieved steady profitability with higher sales volume of EOF products.

In SGD' million	FY21	FY20	YoY Growth
Sales	1,846	1,359	36%
Adjusted EBITDA <sup>(1)</sup>	422	299	41%
Net profit after tax (NPAT)	120	15	683%
Core Profit <sup>(2)</sup>	167	65	155%
Attributable profit	71	2	>+500
EPS (fully diluted) - Rp	5.1	0.1	>+500
EBITDA margin	23%	22%	↑
Net profit margin	7%	1%	↑
Attributable profit margin	4%	0%	↑
Dividend per share - SGD cent	0.8	-	
Dividend yield	2.5%	-	

Note: Converted at Rp10,652/\$1

- (1) EBIT before depreciation and amortisation, forex, FV gain on biological assets, impairment of property, plant and equipment, and share of non-recurring loss of an associate company.
- (2) Net profit before accounting for the effects of forex, FV gain on biological assets, ECL for plasma receivables impairment of property, plant and equipment, adjustment of deferred tax due to changes in tax rate, share of non-recurring loss of an associate company and rationalisation costs.

# Financial Position

<b>Balance sheet ( In SGD' million)</b>	<b>31-Dec-21</b>	<b>31-Dec-20</b>
<b>Total Assets</b>	<b>3,574</b>	<b>3,559</b>
Cash	357	232
<b>Total Liabilities</b>	<b>1,546</b>	<b>1,618</b>
Interest bearing debt	981	1,078
<b>Total Equity*</b>	<b>2,029</b>	<b>1,941</b>
<b>Net debt / EBITDA ratio</b>	<b>1.46x</b>	<b>2.80x</b>
<b>Net debt / Total equity ratio</b>	<b>0.31x</b>	<b>0.44x</b>
<b>Net assets value per share (in SGD) **</b>	<b>0.79</b>	<b>0.77</b>
<b>Cash flow ( In SGD' million)</b>	<b>FY21</b>	<b>FY20</b>
Net cash flow from operating activities	353	241
Net cash flow used in investing activities	(126)	(150)
Net cash flow (used in)/from financing activities	(103)	(29)
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>124</b>	<b>62</b>
Net effect of changes in forex	1	1
<b>Sub-total</b>	<b>125</b>	<b>63</b>
Cash & cash equivalent - Beginning	232	170
<b>Cash &amp; cash equivalent - Ending</b>	<b>357</b>	<b>232</b>

\* Total equity includes shareholders funds and minority interests

\*\* Converted at Rp10,534/S\$1





# CONTACT US

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