



Full Year Performance Presentation

FY 2009: year ended 31st December 2009

25 February 2010

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Section 1

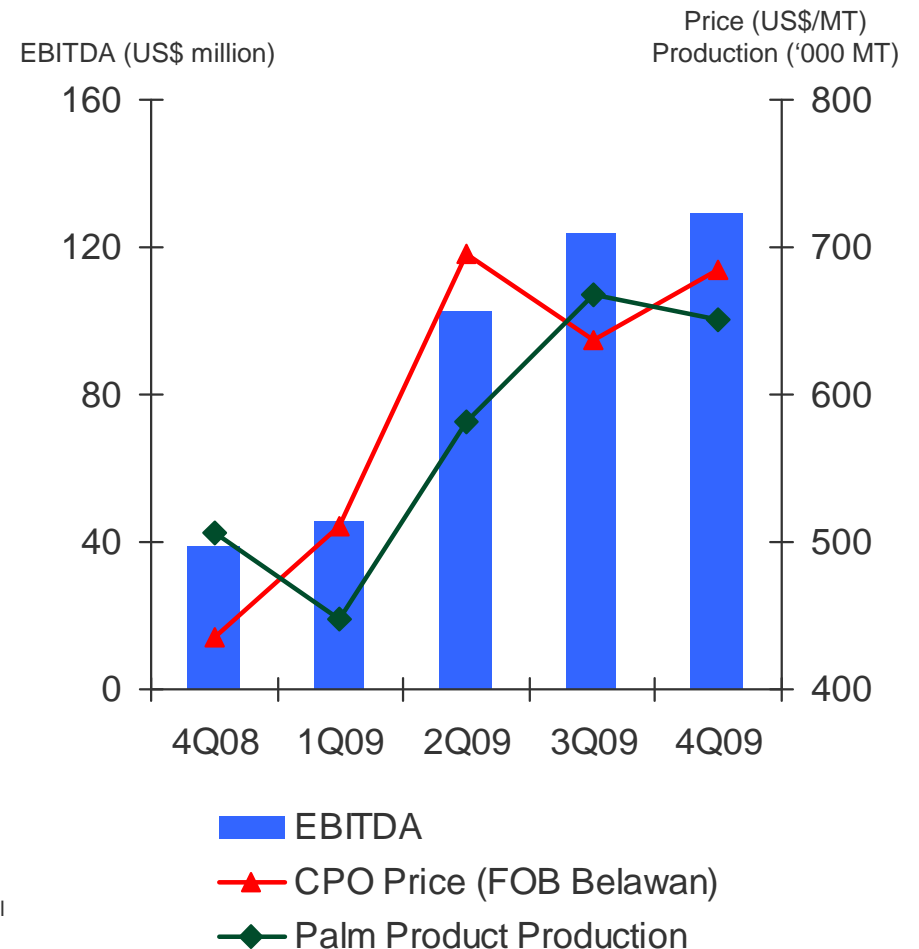
Executive Summary

Executive Summary



Recovery in 2009 sustained with strong 4Q results, supported by production and CPO price improvements

- Continued strong results in 4Q 2009 with 9% increase in Revenue, EBITDA more than tripling and a 64% increase in Core Net Profit, compared to 4Q 2008
 - 29% upsurge in output of palm products
- EBITDA and Core Net Profit¹ for FY 2009 reached US\$401 million and US\$203 million, respectively
 - Record output of palm products at 2.35 million tonnes, 13% higher than 2008
 - Lower CPO market price (FOB Belawan) by 28% compared to 2008



Notes:

1. Net profit attributable to equity holders, excluding gain from changes in fair value of biological assets, foreign exchange loss and exceptional items



Section 2

FY 2009 and 4Q 2009 Financial Performance

Financial Summary – FY 2009



US\$ million	FY 2009	FY 2008	Change
Revenue	2,294	2,986	-23%
Gross Profit	509	876	-42%
EBITDA	401	597	-33%
Net Profit attributable to equity holders	607	1,383	-56%
<i>Comprising:</i>			
▪ <i>Net gain from changes in fair value of biological assets (Net of tax and minority interests)¹</i>	406	1,020	-60%
▪ <i>Foreign exchange loss (Net of minority interests)</i>	(1)	(34)	-97%
▪ <i>Exceptional item, net</i>	(1)	20	n.m
▪ <i>Core Net Profit: Profit excluding gain from changes in fair value of biological assets¹, foreign exchange loss and exceptional items</i>	203	377	-46%

- ◆ More favourable weather conditions have brought strong recovery in output of palm products, surpassing last year's production by 13%
- ◆ Decrease in average selling price affected by the weaker CPO market price (FOB Belawan) by 28% to US\$632 per tonne in FY 2009 from US\$872 per tonne in FY 2008
- ◆ High fertiliser costs due to forward buying in 2008. This expensive fertilisers stock has been fully utilised in 2009 and we have bought for 2010 requirements

Note:

1. In accordance to International Accounting Standards ("IAS") No. 41, biological assets (plantations) are stated at fair value less estimated point-of-sale costs. The fair value of plantations is determined based on the present value of their expected net cash inflows. Any resultant gains or losses arising from changes in fair value are recognized in the income statement.

Financial Summary – 4Q 2009



US\$ million	4Q 2009	4Q 2008 ¹	YoY Change	3Q 2009	QoQ Change
Revenue	643	591	9%	673	-4%
Gross Profit	159	90	78%	156	2%
EBITDA	129	38	236%	124	4%
Net Profit attributable to equity holders	473	1,018	-54%	71	566%
<i>Comprising:</i>					
• <i>Net gain from changes in fair value of biological assets (Net of tax and minority interests)</i>	406	1,020	-60%	-	n.m
• <i>Foreign exchange (loss) gain (Net of minority interests)</i>	3	(42)	n.m	3	-
• <i>Exceptional item, net</i>	(1)	-	n.m	-	n.m
• <i>Core Net Profit: Profit excluding gain from changes in fair value of biological assets, foreign exchange (loss) gain and exceptional items</i>	65	40	64%	68	-4%

EBITDA more than tripled in 4Q 2009 vs 4Q 2008 affected by:

- ♦ 29% hike in output of palm products

4% increase in EBITDA in 4Q 2009 vs 3Q 2009 attributable to:

- ♦ Slight increase in average CPO selling price offset by slight decrease in output of palm products

Note:

1. 4Q 2008 figures were restated to conform to the current period's practice and presentation whereas the fair value of biological assets is determined on an annual basis. Accordingly, any changes in fair value of the biological assets will be recorded in the fourth quarter of the year

Segmental Results



Strong contribution from our Indonesia operations supported by China operations

<i>(in US\$ million)</i>	Indonesia Operations			China Operations		
	FY 2009	FY 2008	Change	FY 2009	FY 2008	Change
Revenue	1,680	2,328	-28%	614	658	-7%
Gross Profit	487	859	-43%	23	17	29%
<i>Gross Profit Margin</i>	29%	37%	-8%	4%	3%	1%
EBITDA	388	588	-34%	13	10	41%
<i>EBITDA Margin</i>	23%	25%	-2%	2%	1%	1%
Net Profit attributable to equity holders	603	1,381	-56%	4	2	121%

Lower gross profit and EBITDA margins in Indonesia Operations due to:

- Weaker CPO market price (FOB Belawan) of US\$632 per tonne in FY 2009 compared to US\$872 per tonne in FY 2008 (decrease by 28%)
- Relatively fixed cost of sales despite lower revenue, i.e. fertilisers and overhead costs

Maintained Gross Profit and EBITDA margins of China operations in spite of lower average selling price of refined edible oil products

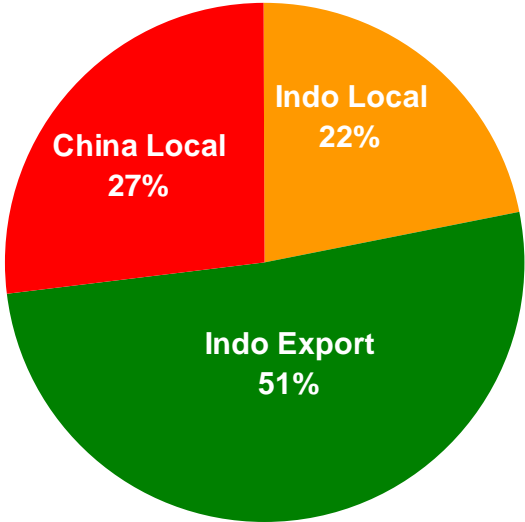
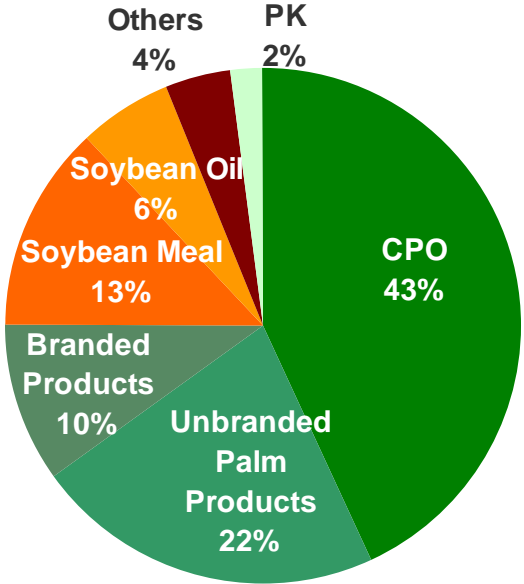
Revenue By Product and Geographical Location



FY 2009 revenues of US\$2,294 million mainly from CPO and refined palm oil based products

Revenue - By Product

Revenue – By Country



Note: Data per FY 2009

Financial Position



Strong balance sheet with low gearing, well supported by previous equity capital raising exercise

(in US\$ million)	31-Dec-09	31-Dec-08	Change
Total Assets	7,900	6,826	16%
Cash and Short-Term Investments	353	138	156%
Receivables and Inventories	912	757	20%
Fixed Assets ¹	6,460	5,766	12%
Total Liabilities	2,367	2,119	12%
Interest Bearing Debts	683	554	23%
Total Equity Attributable to Equity Holders	5,438	4,614	18%
Net Debt ² /Equity Ratio	0.06x	0.09x	
Net Debt ² /Total Assets	0.04x	0.06x	

Note:

1. Include Biological Assets and Property, Plant and Equipment
2. Interest bearing debts less cash and short term investments

Dividend



The Company's dividend policy is to distribute up to 30% of underlying profit

	2005	2006	2007	2008	2009
Cash Dividend					
Dividend per share (in S\$ cents)	0.240 ¹	0.515 ^{1,2}	0.962 ¹	0.769 ¹	0.495
Total Dividend (in S\$ million)	21.69	53.42 ²	99.76	79.81	60.09
% to underlying earnings	15%	28%	21%	15%	22%

The Board proposes a final dividend for 2009 of 0.495 S\$ cents

This cash dividend is in line with our dividend policy and takes into consideration our strategic expansion plan for 2010 and potential value-creating acquisitions

Note:

1. The figures have been adjusted for the sub-division of shares in September 2007 and February 2008 and the bonus issue in April 2009

2. Translated at US\$ 1 = S\$ 1.53



Section 3

FY 2009 and 4Q 2009 Operational Performance

Plantation Area



GAR has retained its leadership position as the largest Indonesian oil palm plantation group

(in ha)	FY 2009	FY 2008	Change
Planted Area	427,253	391,642	9.1%
Nucleus	339,818	307,604	10.5%
Plasma	87,435	84,038	4.0%
Mature Area	333,957	308,821	8.1%
Nucleus	252,586	228,266	10.7%
Plasma	81,371	80,555	1.0%

Increase in planted area by 35,600 hectares during FY 2009, comprised of new planting of 22,900 hectares and acquisition of 12,700 hectares

Increase in mature area by 25,100 hectares during FY 2009

Age Profile



GAR's long-term growth is supported by favourable age profile of planted area underpinned by large immature and young plantations

(in ha)	Immature (0-3 years)	Young (4-6 years)	Prime (7-18 years)	Old (>18 Years)	Total
<u>FY 2009</u>					
Nucleus	87,232	43,879	165,921	42,786	339,818
Plasma	6,064	3,400	71,380	6,591	87,435
Total Area	93,296	47,279	237,301	49,377	427,253
% of total planted area	22%	11%	55%	12%	100%
<u>FY 2008</u>					
Nucleus	79,338	19,887	170,388	37,991	307,604
Plasma	3,483	3,150	73,875	3,530	84,038
Total Area	82,821	23,037	244,263	41,521	391,642
% of total planted area	21%	6%	62%	11%	100%

Production Highlights



Another record production of more than 2.3 million tonnes of palm products or a 13% increase compared to last year, driven by best-in-class estate management and favourable weather conditions

	FY 2009	FY 2008	Change	4Q 2009	4Q 2008	Change
FFB Production ('000 tonne)	7,707	6,924	11%	2,128	1,698	25%
<i>Nucleus</i>	5,716	5,050	13%	1,593	1,208	32%
<i>Plasma</i>	1,991	1,874	6%	535	490	9%
FFB Yield (ton/ha)	23.1	22.4	3%	6.4	5.5	16%
Output of Palm Products ('000 tonne)	2,347	2,073	13%	651	506	29%
<i>CPO</i>	1,914	1,690	13%	529	411	28%
<i>PK</i>	433	383	13%	122	95	29%
Oil Extraction Rate	23.2%	23.1%	0.1%	23.3%	23.2%	0.1%
Kernel Extraction Rate	5.3%	5.2%	0.1%	5.4%	5.3%	0.1%
CPO Yield (tonne/ha)	5.4	5.2	4%	1.5	1.3	15%

- 4Q 2009 FFB and CPO yields showed outstanding year-on-year improvements of 16% and 15%, respectively
- FY 2009 FFB and CPO yields continued to grow by 3% and 4%, respectively, in spite of larger newly-matured area (trees at low-FFB-yielding young age doubled from 23,000 ha in Dec 2008 to 47,300 ha in Dec 2009)



Section 4

Growth Strategy and Outlook

Strategic Priorities



Build on core competitive strengths to maximise long-term shareholder returns

Expand high-margin upstream business

- Target additional planted area of 50,000 ha per annum
- Split between green field vs acquisition to be assessed based on opportunities

Selectively expand downstream capabilities and distribution

- Increase downstream production capability in cooking oil, margarine, specialty fats and oleochemicals to shift product mix to higher value-added products according to market demands
- Extend distribution reach of value-added palm products in selected key countries, especially China

Extend research and development capabilities

- Extend our leading position in R&D to support operational efficiencies and growth
- Continuous improvement of our elite seeds to enhance yield productivity

Increase profit margins through operational excellence

- Sustain cost leadership through relentless focus on efficiency
- Leverage operating scale together with best-in-class technology and agronomical practices

Deepen commitment to environmental and social responsibility

- Extend implementation of environmental, corporate and social responsibility initiatives
- Committed to obtain RSPO certification for several of our plantations soon

Our commitment to sound business strategies, operational excellence, and continued environmental and social responsibility will enable us to sustain growth and profitability

Growth Achievement in FY 2009

		FY 2008	Growth	FY 2009	Change
Planted area	hectare	391,642	35,611	427,253	9.1%
Milling capacity	tonne per annum	8,670,000	200,000	8,870,000	2.3%
Kernel crushing capacity	tonne per annum	369,000	90,000	459,000	24.4%

Growth Strategy in FY 2010

- Expanding palm oil plantations through new planting and acquisition by 50,000 hectares
- Building milling capacity in line with the growth in fruits production
- Adding downstream processing capacity and extending distribution and logistic facilities to enhance our integrated operations

Projected capex for FY 2010 growth strategy: approximately US\$400 million

Optimistic Outlook for 2010

- Resilient growth in edible oil demand, especially for palm oil
 - Growing popularity as edible oil in developed and emerging markets
 - Increasing demand for substitute and alternative uses such as oleochemicals and biodiesel
- The Company is benefiting from the solid industry outlook
 - Sustained and best-in-class leadership in plantation growth
 - Actively exploring acquisition opportunities in upstream and downstream
 - Solid financial position with low gearing and strong cash flows

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