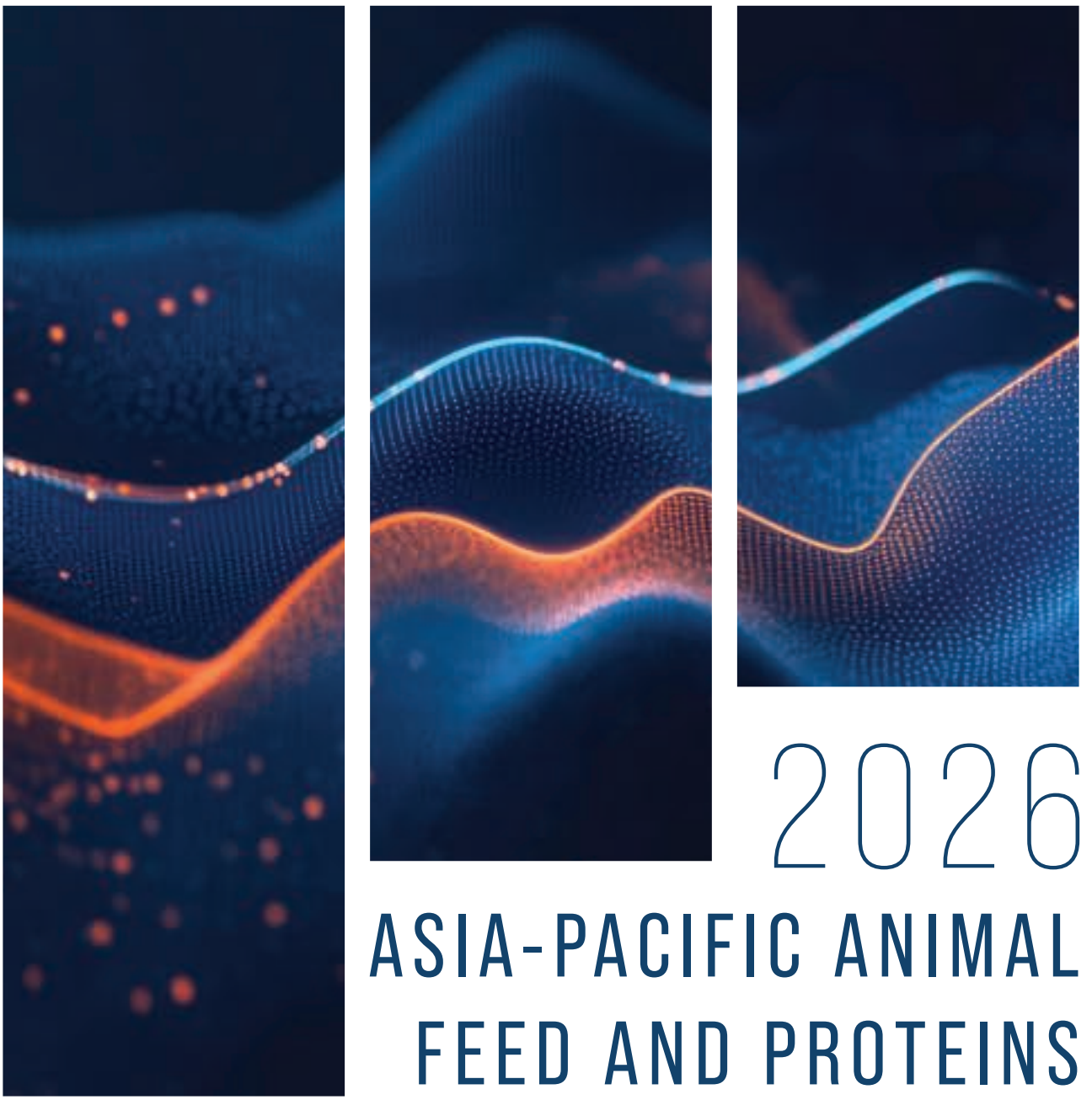
FROST & SULLIVAN

BEST PRACTICES



2026

ASIA-PACIFIC ANIMAL FEED AND PROTEINS

COMPANY OF THE YEAR

JAPFA

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Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. JAPFA Pte Ltd excels in many of the criteria in the animal feed and proteins space.



The Transformation of the Animal Feed and Proteins Industry

> *"[JAPFA's] 3F model enables it to navigate global and regional challenges on a consistent basis across all locations. JAPFA's focus on innovation and staying ahead of the curve allows it to achieve a leadership position within the animal feed and proteins industry. The senior management and stakeholders are highly passionate about the segment and are continuously on the lookout for improving processes, increasing productivity, and managing animal health."*
>
> ***- Nikhil Vallabhan, Director, Consulting***

The Asia-Pacific (APAC) animal feed and proteins industry is undergoing a significant transformation driven by rising protein consumption, urbanization, population growth, and an increasing focus on food security. As disposable incomes continue to increase across the region, dietary preferences are shifting toward higher-value protein sources, creating sustained demand for livestock and aquaculture products. This trend is driving feed consumption and positioning the animal nutrition sector as a critical enabler of regional food production.

Indonesia remains one of the most attractive growth markets within APAC due to its large population, increasing poultry and protein consumption, and expanding middle class. As the largest economy in Southeast Asia, Indonesia plays a significant role in shaping regional demand for animal protein and feed products. Poultry remains the preferred protein source because of its affordability, accessibility, and cultural acceptance. Continued growth in poultry consumption is expected to create strong underlying demand for feed production, nutritional solutions, and livestock productivity enhancements.

The competitive environment across APAC is evolving beyond volume production. Livestock and poultry producers increasingly seek feed partners capable of delivering nutritional precision, productivity improvements, disease prevention support, traceability, and sustainability outcomes. As a result, feed companies heavily invest in advanced formulations, genetics, digital technologies, biosecurity, and integrated operating models that improve production efficiency and profitability throughout the value chain.

At the same time, volatility in commodity prices, disease outbreaks, climate-related disruptions, and changing consumer expectations continue to challenge industry participants. Companies capable of combining scale, operational efficiency, technological innovation, and financial resilience are best positioned to capitalize on market opportunities while effectively managing risks.

JAPFA Pte Ltd: Remarkable Industry Leadership within the Animal Feed and Proteins Industry

Established in 1971, JAPFA Pte Ltd (JAPFA) is a leading Pan-Asian industrialized agri-food company dedicated to providing affordable and high-quality protein products across APAC. The company operates an integrated Feed-farm-food (3F) business model spanning feed production, breeding, farming, animal health, processing, distribution, and branded consumer foods.

With operations across Indonesia, Vietnam, India, Myanmar, Bangladesh, and Singapore, JAPFA serves markets representing more than 1.7 billion people and plays an important role in supporting food security and agricultural development throughout the region.[1]

Through its principal operating subsidiary, PT JAPFA Comfeed Indonesia Tbk, the company establishes a leading position in Indonesia's animal feed, day-old chick, and commercial broiler segments. Its extensive production network includes feed mills, breeding farms, hatcheries, commercial farms, processing facilities, and distribution channels, enabling efficient and reliable operations across the livestock value chain.

Supported by advanced nutrition capabilities, stringent biosecurity standards, animal health expertise, and a commitment to sustainable agriculture, JAPFA continues to strengthen its position as a trusted provider of animal nutrition solutions. The company's focus on operational excellence and innovation enables it to create long-term value for stakeholders while meeting the growing demand for safe, affordable, and high-quality food products across APAC.

Strategic Business Models for Market Leadership

JAPFA's leadership within the APAC nutrition and feed industry is underpinned by a highly integrated 3F business model that enables it to capture value across multiple stages of the livestock production chain. Rather than relying solely on feed manufacturing, the company participates in feed production, breeding, commercial farming, processing, distribution, and branded consumer products. This integrated structure provides greater visibility across the value chain, allowing JAPFA to align production with market demand, optimize resource allocation, and reduce operational inefficiencies that often arise in fragmented livestock ecosystems.

[1] JAPFA Ltd. Annual Report 2024; JAPFA Corporate Website

> *"JAPFA continues to invest in strategic capabilities such as digital and AI adoption, sustainability initiatives, intellectual property development, and talent enhancement. These investments support operational performance and strengthen the company's ability to differentiate itself in an increasingly competitive marketplace."*
>
> ***- Norazah Bachok,***
> ***Best Practices Research Analyst***

The strength of this model is reinforced by the scale of JAPFA's infrastructure in Indonesia, where it operates 15 feed mills, 79 poultry breeding farms, 30 hatcheries, 118 commercial farms, and approximately 9,000 contract farms. Such an extensive network enables the company to maintain close proximity to customers and production centers while improving procurement efficiency, logistics coordination, and supply reliability.[2] More importantly, the breadth of its operations allows JAPFA to benefit from integrated planning across upstream and downstream activities, reducing bottlenecks and enhancing overall productivity.

Additionally, the company also has a strong presence in feed and proteins in key growth markets such as Vietnam, Bangladesh, Myanmar and India. Its business in Vietnam includes animal feed, poultry and swine production. It is also one of the key players in Vietnam that focuses on 'colored birds' along with broiler/white chicken. A large percentage of the poultry consumed in Vietnam is of the colored variety due to its taste, availability as well as traditions. Sales of colored birds have overtaken broiler chicken for JAPFA in Vietnam. This demonstrates the company's focus on recognizing trends and patterns and staying ahead of market forces.

Feed production remains the largest revenue contributor within the poultry segment and serves as a strategic anchor for the broader business. Given that feed typically represents the largest cost component in livestock production, JAPFA's scale provides significant purchasing power and operational efficiencies. Coupled with a cost-plus pricing approach, the company is positioned to manage fluctuations in raw material costs and protect margins during periods of commodity volatility. This strengthens earnings stability and supports the sustainability of downstream farming and processing operations that depend on consistent feed supply and quality.

Beyond infrastructure and scale, JAPFA builds a disciplined operating platform supported by standardized processes, internationally recognized farm management practices, and stringent biosecurity protocols. The ability to replicate these operating standards across multiple markets enables the company to scale efficiently while maintaining consistency in productivity, animal health, and product quality. This capability is particularly important in an industry where disease outbreaks and operational disruptions can significantly affect production performance and profitability.

Frost & Sullivan believes JAPFA's competitive strength lies in its ability to combine scale, integration, and operational discipline into a cohesive business model. By controlling critical stages of the value chain, the company responds more effectively to shifts in market demand, mitigates supply chain risks, and optimizes cost structures. These advantages not only reinforce JAPFA's market leadership today but also position it to capture long-term growth opportunities as demand for animal protein continues to rise across APAC.

[2] Interview with Frost & Sullivan

Advancing Animal Nutrition through Technology and Feed Innovation

As livestock and poultry producers across APAC face increasing pressure to improve productivity, feed efficiency, and production sustainability, nutrition has become a critical differentiator within the industry. Recognizing this shift, JAPFA makes continuous investments in nutritional science, feed innovation, and technology-driven capabilities that help customers optimize production performance while responding to evolving market demands.

A key component of the company's innovation strategy is its collaboration with leading global genetics providers, including Aviagen, Hendrix Genetics, and Hypor. These partnerships provide access to advanced breeding technologies and high-performing genetic lines that complement JAPFA's nutrition programs. By aligning feed formulations with the nutritional requirements of modern livestock genetics, the company helps improve feed conversion efficiency, growth performance, and production consistency, enabling producers to maximize output while managing input costs more effectively.

JAPFA further strengthens its nutrition capabilities through ongoing investments in feed formulation and manufacturing technologies. Its nutritional programs are designed to support the specific performance requirements of various species, breeds, and production stages across poultry, aquaculture, and livestock segments. This precision-based approach enables more efficient nutrient utilization, improved animal performance, and better economic returns for producers, while supporting more sustainable production practices.

Beyond formulation expertise, JAPFA benefits from direct access to extensive production data generated across its operations. This provides valuable insights into livestock performance under real-world commercial conditions, allowing the company to validate nutritional strategies and continuously refine feed programs based on observed outcomes. By bridging scientific research with practical application, JAPFA accelerates product improvement and ensures its solutions remain relevant to customer needs and changing production environments.

The company is also advancing digital transformation initiatives to strengthen decision-making and operational visibility across its business. Digital and artificial intelligence (AI) adoption form part of JAPFA's broader growth strategy, supporting more informed production planning, resource optimization, and performance monitoring. In addition, the company establishes sophisticated traceability systems that enhance transparency, food safety, and supply chain oversight. Through integrated transportation monitoring, digital tracking, and farm-to-customer traceability capabilities, JAPFA improves visibility across the production chain while supporting product quality, animal welfare, and customer confidence. As the nutrition and feed industry becomes increasingly data-driven, these capabilities position the company to respond more effectively to changing market dynamics and customer requirements.

Frost & Sullivan believes JAPFA's innovation leadership stems from its ability to combine nutritional expertise, advanced genetics, digital capabilities, and production insights into a continuous improvement cycle. By translating scientific advancements and field-level performance data into practical feed solutions, the company delivers measurable productivity gains for customers while strengthening its competitive position within the APAC nutrition and feed industry.

Delivering Sustainable Value Across the Agricultural Ecosystem

JAPFA's approach to sustainability aligns closely with its mission of providing affordable, high-quality protein while generating long-term value for stakeholders across the agricultural ecosystem. Rather than treating sustainability as a standalone initiative, the company integrates social, environmental, and economic considerations into its business strategy, enabling it to support food security, agricultural development, and responsible production practices across APAC.

A key pillar of this approach is JAPFA's commitment to empowering local farming communities through long-term partnerships and capability development. Through its contract farming programs, the company provides technical assistance, knowledge transfer, and training on modern farming practices, production efficiency, and facility management. By equipping farmers with the tools and expertise needed to improve productivity and operational performance, JAPFA helps strengthen livelihoods and enhance resilience against market fluctuations. Social Life Cycle Assessment (S-LCA) studies conducted by the company find that a substantial majority of participating contract farmers experience income improvements after partnering with JAPFA.

Environmental stewardship represents another important component of JAPFA's sustainability agenda. The company pioneered LCA initiatives within Indonesia's poultry industry to better understand the environmental impact of its operations and identify opportunities for improvement. Insights generated through these assessments inform water conservation efforts, waste management programs, and broader environmental performance enhancement initiatives. JAPFA further demonstrated its commitment to sustainable growth by becoming the world's first agri-food company to issue a sustainability-linked bond, aligning financial objectives with measurable sustainability outcomes.

Frost & Sullivan believes JAPFA's sustainability leadership stems from its ability to embed responsible business practices directly into its operating model. By improving farmer livelihoods, strengthening supply chain transparency, and advancing environmental performance, the company creates value that extends beyond financial results. This integrated approach enhances stakeholder outcomes and strengthens JAPFA's long-term competitiveness, reinforcing its leadership position within the APAC nutrition and feed industry.

Financial Strength and Long-Term Growth Strategy

JAPFA's strong financial performance reflects the effectiveness of its diversified business model, operational discipline, and strategic focus on long-term value creation. Despite continued cyclicality within global protein markets, the company demonstrates an ability to improve profitability while strengthening its balance sheet, reinforcing its position as one of the leading nutrition and feed companies in APAC.

Between 2023 and 2025, revenue increased from $4.43 billion to $4.74 billion, supported by resilient demand across its core markets. More notably, operating profit increased from $119 million to $478 million during the same period, while operating margin expanded from 2.7% to 10.1%.[3] This significant improvement reflects the benefits of stronger operational execution, improved market conditions, and

[3] Interview with Frost & Sullivan

enhanced operating leverage across the business. JAPFA's ability to substantially improve earnings while navigating industry cyclicality highlights the resilience of its operating platform and disciplined management approach.

Beyond profitability, JAPFA strengthens its financial position through improved liquidity and lower leverage, providing greater flexibility to invest in future growth initiatives. This balanced approach to financial management is particularly important in the agricultural sector, where companies must continuously navigate fluctuations in commodity prices, disease outbreaks, and changing market conditions. By maintaining financial discipline while continuing to invest in strategic priorities, JAPFA positions itself to capitalize on emerging opportunities without compromising long-term stability.

Looking ahead, the company is pursuing a multi-faceted growth strategy built on portfolio diversification, geographic expansion, and innovation-led value creation. JAPFA continues to strengthen its multi-protein portfolio across poultry, aquaculture, and swine production. While poultry remains the company's primary earnings driver, aquaculture and swine operations provide additional growth avenues supported by rising protein consumption, changing dietary preferences, and industry consolidation trends across Asia. This diversified portfolio reduces dependence on any single protein category while enabling participation in multiple high-growth market segments.

Geographic diversification further supports JAPFA's growth ambitions. In addition to its strong leadership position in Indonesia, the company continues to expand and strengthen operations across Vietnam, India, Myanmar, and Bangladesh. These markets benefit from favorable demographic trends, increasing urbanization, and rising disposable incomes, creating long-term demand for animal protein and nutrition solutions. The company is also expanding selected export opportunities, further broadening its addressable market and revenue base.

Future growth is expected to be increasingly supported by higher-value offerings, including branded consumer products, innovation-driven solutions, and premiumized product categories. At the same time, JAPFA continues to invest in strategic capabilities such as digital and AI adoption, sustainability initiatives, intellectual property development, and talent enhancement. These investments support operational performance and strengthen the company's ability to differentiate itself in an increasingly competitive marketplace.

Frost & Sullivan believes JAPFA's combination of financial strength, diversified growth drivers, and disciplined execution provides a solid foundation for sustainable long-term expansion. By balancing profitability, resilience, and strategic investment, the company establishes multiple pathways for future growth while maintaining the flexibility to navigate changing market conditions. This balanced approach positions JAPFA to sustain its leadership within the APAC nutrition and feed industry and continue creating value for stakeholders over the long term.

Furthermore, the company's 3F model enables it to navigate global and regional challenges on a consistent basis across all locations. JAPFA's focus on innovation and staying ahead of the curve allows it to achieve a leadership position within the animal feed and proteins industry. The senior management and stakeholders are highly passionate about the segment and are continuously on the lookout for improving processes, increasing productivity, and managing animal health.

Conclusion

JAPFA Pte Ltd (JAPFA) establishes itself as a leading force within the Asia-Pacific (APAC) animal nutritional and feed industry through a unique combination of scale, integration, innovation, sustainability, and financial strength. Its vertically integrated feed-farm-food model provides operational advantages that support efficiency, resilience, and value creation across the agricultural value chain. Through advanced feed technology, strategic genetics partnerships, extensive infrastructure, and strong customer relationships, the company continues to strengthen its competitive position while supporting the growing protein needs of Emerging Asia.

JAPFA's commitment to sustainability, farmer development, traceability, and responsible production further differentiates it within a rapidly evolving industry landscape. At the same time, significant improvements in revenue, profitability, leverage, and liquidity demonstrate management's ability to execute effectively while navigating market cycles.

Looking ahead, JAPFA's diversified growth strategy, regional expansion initiatives, innovation investments, and strong market fundamentals position the company for continued success. By combining operational excellence with long-term vision, the company continues to set benchmarks for leadership within the APAC animal feed and proteins sector.

With its strong overall performance, JAPFA Pte Ltd earns Frost & Sullivan's 2026 APAC Company of the Year Recognition in the animal feed and proteins industry.

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What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging megatrends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

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Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

		VALUE IMPACT	
STEP		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at http://www.frost.com.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fueled by the Innovation Generator™.

Learn more.

Key Impacts:

- **Growth Pipeline:** *Continuous Flow of Growth Opportunities*
- **Growth Strategies:** *Proven Best Practices*
- **Innovation Culture:** *Optimized Customer Experience*
- **ROI & Margin:** *Implementation Excellence*
- **Transformational Growth:** *Industry Leadership*



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- Megatrend (MT)
- Business Model (BM)
- Technology (TE)
- Industries (IN)
- Customer (CU)
- Geographies (GE)

