

Inside Out

Sustainability Report 2025
Japfa Pte Ltd





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Sustainability Report 2025

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Sustainability Highlights 2025

1 One of the World's Best Companies in 2025 by TIME Magazine

TIME magazine and Statista have recognised Japfa as one of the World's Best Companies 2025, based on the global ranking released in September. This achievement reflects the dedication of more than 38,000 employees across multiple countries who work to deliver high-quality protein products to millions of consumers.

Through its integrated "Farm-to-Table" value chain, Japfa supplies nearly 20% of the protein consumed in its core markets, reinforcing its commitment to supporting sustainable living.

The ranking recognises the 1,000 leading companies worldwide across employee satisfaction, revenue growth, and sustainability transparency.



2 PT Japfa Tbk Secured Position in the Fortune 100 Indonesia 2025

PT Japfa Tbk secured a position in the Fortune 100 Indonesia 2025 list, underscoring its ability to sustain performance and deliver consistent results through solid fundamentals, integrated operations, and prudent risk management.



3 Japfa Innovation Awards

In 2025, Japfa launched its inaugural Innovation Competition, inviting employees from across all branches to turn creative ideas into actionable solutions. The strong participation and diversity of submissions revealed how deeply innovation is rooted within the Company's culture. By harnessing the ingenuity of our people, these initiatives demonstrated how change begins from the inside - through collaboration, accountability, and creativity - and extends outward to strengthen operational efficiency, advance sustainability goals, and reinforce the spirit of shared growth. This "inside out" approach reflects Japfa's belief that empowering individuals at every level is the key to driving meaningful ESG impact across our business and the communities we serve.

4 Japfa Sustainability Initiative Awards (JSIA)

The JSIA reflects the Company's belief that effective sustainability solutions often emerge from within, encouraging employees across all divisions to embrace sustainability as a shared responsibility. The programme guides participants from idea generation to implementation, beginning with submission of abstracts and a shortlisting process to identify the most promising concepts. Selected teams then join Sustainability Workshops, receiving mentorship and technical support to refine their ideas into feasible project proposals. In the final stage, teams prepare exhibitions and present their proposals before a panel of senior management, demonstrating both technical strength and clarity in articulating potential sustainability impacts. The resulting initiatives span diverse areas - including energy and water optimisation, waste reduction, and resource efficiency - and are evaluated based on innovation, feasibility, scalability, and alignment with Japfa's sustainability roadmap, ensuring that strong ideas can evolve into tangible and impactful solutions.



5 Japfa Vietnam among Asia's Best Companies to Work For

In 2025, Japfa Vietnam was honoured as one of Asia's Best Companies to Work For by HR Asia Magazine, recognising our dedication to creating a diverse, inclusive, and nurturing work environment. Japfa achieved high scores in the Total Engagement Assessment Model (TEAM) and was commended for fostering a strong One Vietnam Team Culture rooted in unity, fairness, and collaboration. With over 60% of our employees staying beyond five years, Japfa defies industry norms known for high turnover. This reflects our deep commitment to investing in people through career development, competitive compensation, and well-being programmes.



6 Completed LCA for APO

In 2025, we completed LCA for our poultry operations in Vietnam, Myanmar, India, and Bangladesh (APO) which further expanded our understanding of environmental impacts across different production systems and geographies.

These insights have deepened our awareness of where our greatest impacts lie and, more importantly, where change can make the biggest difference. Guided by these findings, we are taking focused steps to reduce our footprint and translate data into action - building a stronger, more sustainable Japfa for the future.

7 Japfa for Kids

Japfa's Kids Programme empowers the next generation with knowledge of balanced diets and healthy habits, advancing our commitment to do good and scale impact in support of UN SDG 2 to help end hunger and build a more food-secure and resilient future.

As of 2025, since starting in 2008, the programme has reached 201,052 students, helped 2,981 malnourished students return to normal health status, and covered more than 100 regencies in Indonesia.



7 Transforming Indonesia's Aquaculture with Super PL Innovation

The introduction of Super PL (Post Larvae) in shrimp farming represents a major milestone for Indonesia's aquaculture sector. This breakthrough delivers shrimp larvae with improved resilience and superior growth performance, enabling farmers to achieve higher cultivation efficiency and more consistent harvest yields.

Supported by a specially formulated high-protein feed that maximises genetic potential, Super PL provides an integrated solution to key farming challenges such as disease resistance, growth uniformity, and overall production efficiency. Through this innovation, Japfa not only strengthens the capabilities of local shrimp farmers but also reinforces its position as a pioneer in advancing productive, reliable, and environmentally responsible aquaculture practices in Indonesia.

About Our Theme

INSIDE OUT

An Inside Out approach builds sustainability from the ground up - strengthening people, processes, and accountability at the core, before scaling impact across the entire integrated value chain.

Our theme for this year is Inside Out - Engineering from Within. Our sustainability strategy is grounded on clear premise that lasting impact is built by strengthening the business from within and scaling that impact outward.

At Japfa, sustainability is embedded into its operational core. Our operators, technicians, and contract farmers transform on-the-ground insights into continuous improvements that enhance product quality, reduce environmental footprint, and reinforce resilience across our vertically integrated value chain. This disciplined approach supports our purpose of delivering safe, affordable staple animal protein, while managing material ESG risks and opportunities.

Our Inside Out model puts capability, accountability, and governance first. Through targeted training, leadership development, and innovation, we equip every function with the skills, controls, and decision rights to deliver consistent, measurable outcomes. Clear ownership, measurable performance indicators, and systematic replication of proven initiatives ensure efficiency at scale and reinforce the credibility of our sustainability commitments and targets.

This approach is put into action through clear standards, robust processes and rigorous data discipline. Solutions are piloted on-site, assessed against operational, environmental, and social performance metrics, embedded into standard operating procedures, and scaled across countries. Digital platforms provide timely information that supports decision-making, strengthening internal controls, enabling rapid course correction, and supporting transparent reporting aligned with international standards.

This is sustainability by design, not by addition. By integrating ESG considerations into daily operations and capital allocation, we align business performance with long-term value creation. The result is shared and measurable outcomes: dependable nutrition for consumers, stronger and more resilient economics for partners, and credible progress on ESG for our stakeholders.

Engineered from within reflects how we work - manage risk, deliver performance, scale impact and continue to grow responsibly for the future.

Foreword from Our Chairman



Dear Valued Stakeholders,

A ship's strength is not tested in calm waters, but in how it navigates the storm. In a world of constant change and uncertainty, Japfa moves forward with conviction and a clear purpose.

Our values guide every step: **One Japfa** provides shared direction, **Integrity** keeps us grounded, and **World-class standards** drive us to go further, faster, and better.

The Japfa flag rises across borders, carrying a message of trust - trust that is built through years of consistency, reliability, and persistent support to our employees, partners, communities, and stakeholders.

Our people are our greatest strength. Across all functions, they bring capability, accountability, and commitment. By investing in their development and equipping them with the right tools, we turn challenges into opportunities.

As we enter the next phase of our transformation, we are scaling operations - from feed to food, across integrated ecosystems - reflecting confidence in our strategy and sustainable growth.

Japfa is not just a company. It is **One Crew, One Mission, One Future**. United, disciplined, and focused, we are building a stronger, more resilient business that delivers dependable nutrition for the people, lasting value for our stakeholders, and measurable progress on sustainability.

Thank you to everyone who contributes with effort, consistency, and belief in our mission. Together, we move forward.

Renaldo Santosa
Chairman

When we move as one crew, guided by one mission, we build a future that is resilient, responsible, and sustainable.

Message from Our CEO

(GRI 2-22)



Our work is designed from within and delivered at scale. By embedding sustainability into our culture and operations, we ensure that Japfa continues to provide dependable nutrition for millions while building a more resilient food system for the future.

Dear Valued Stakeholders,

As we reflect on 2025, we do so with a deep sense of purpose and measured confidence. It has been a year in which Japfa strengthened its operational foundation, advancing execution excellence while remaining firmly anchored to our long-term mission of **Feeding Emerging Asia**. Our progress reflects a disciplined execution of the fundamentals, positioning the Group to capture the growth opportunities ahead.

We continue to be guided by our founder’s enduring vision: that a business can only prosper when it serves its people, respects the environment, and contributes meaningfully to the communities it touches.

More than five decades on, this principle remains at the heart of Japfa. Through our fully integrated value chain, we now supply close to 20% of the animal protein consumed in our core markets, reinforcing both our responsibility and our role in supporting regional food security, aligned with the United Nations Sustainable Development Goal 2: Zero Hunger.

Resilience and Performance amid Global Complexity

2025 unfolded against a backdrop of global uncertainty, including climate-related disruptions, geopolitical tensions, and volatility in energy, logistics, and commodity markets. In this environment, Japfa delivered resilient performance, supported by its vertically integrated model, disciplined cost management, and continued investment in operational capabilities. The Group achieved year-on-year growth and improved profitability, demonstrating its ability to navigate business cycles while continuing to invest for long-term value creation.

Embedding Sustainability from Within

At Japfa, our sustainability journey is driven by the passion, ownership, and ingenuity of our 38,000 people across diverse geographies. By strengthening systems, governance, and culture, we empower our teams to translate ambition into practical, scalable solutions that enhance operational efficiency, reduce environmental impact, and advance our long-term sustainability goals. This “inside out” approach ensures that sustainability is embedded into daily decision-making and execution, delivering measurable outcomes across our integrated value chain.

Looking Ahead

Our priorities are clear: to scale proven capabilities, strengthen leadership and technical expertise, and deepen data-driven decision-making across the Group. We will continue to balance growth with responsibility - expanding access to affordable nutrition, strengthening governance, reducing our environmental footprint, and enhancing long-term resilience across our operations organisation.

This is how we build value: designed from within, delivered at scale.

I would like to thank our employees, partners, and stakeholders for their continued trust and commitment. Together, we are building a stronger Japfa and contributing to a more resilient and sustainable food system for Emerging Asia and a better future for generations to come.

Tan Yong Nang
Chief Executive Officer

Message from Our Sustainability Committee



Genuine sustainability begins from within. Our ‘Inside Out’ approach ensures that our contributions to a resilient agri-food system are grounded in practical ideas and accountability.

Dear Valued Stakeholders,

True and lasting impact begins from within. In 2025, Japfa advanced its sustainability agenda by strengthening fundamentals and scaling proven practices across markets through an “inside-out” approach anchored in operational discipline, data integrity, and accountable execution.

This approach ensures sustainability is embedded in how we operate, measure, and improve performance, as we continue to transform practical ideas into measurable outcomes, creating shared value for the people, the planet, and the business.

Empowering People and Driving Innovation

At the heart of this progress is a clear belief: the most effective solutions are generated by our own people. In 2025, we strengthened our internal innovation ecosystem by fostering a culture where sustainability is a shared responsibility across all functions and geographies.

The Japfa Innovation Award and the Japfa Sustainability Initiative Award (JSIA) empowered teams to translate ideas into practical solutions that improve operational efficiency and advance sustainability targets, including decarbonisation and climate resilience goals.

Strengthening Science-Based Decision Making

We reinforced our science-based approach for decision making. In 2025, we completed Life Cycle Assessments for poultry operations in Vietnam, Myanmar, India, and Bangladesh. These assessments enhance visibility of environmental impacts across diverse systems and guide targeted interventions to reduce emissions, improve resource efficiency, and scale circular practices, while maintaining uncompromising standards in food safety, biosecurity, and animal welfare.

Delivering Social Impact at Scale

Our commitment to communities continues through Japfa for Kids, our CSR nutrition and education programme. Since inception in 2008, the programme has reached over 200,000 students across more than 100 regencies throughout Indonesia, focusing on long-term nutrition education to support healthier futures and stronger communities.

Scaling Impact Through Data and Discipline

Across all initiatives, we continue to strengthen operational performance from within - improving efficiency, reducing environmental impact, and enhancing resilience. Successful initiatives are standardised and scaled across countries, supported by robust data systems that enable transparency, timely decision-making, and measurable progress.

Inside Out as a Core Discipline

“Inside Out” is not a concept, but a way of working. Sustainability at Japfa is built through operational integrity, strong data foundations, and consistent execution. This ensures that our external commitments are credible, measurable, and enduring.

A Culture of Care and Excellence

In 2025, this collective commitment was recognised globally when Japfa was named one of TIME’s World’s Best Companies, in collaboration with Statista. This achievement reflects the professionalism, integrity, and dedication of our people, and underscores our commitment to fostering a workplace built on safety, capability development, inclusion, and accountability. It also reinforces our shared responsibility to deliver high-quality, affordable protein to millions of consumers while creating long-term value for all stakeholders.

On behalf of the Sustainability Committee, we thank our employees, colleagues, sustainability champions, partners, and stakeholders for their trust and collaboration. Together, we remain committed to advancing a more resilient, transparent, and sustainable food system for the future.

Kevin Monteiro
Sustainability Committee



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ABOUT THE COMPANY

Japfa is a leading, pan-Asian agri-food company dedicated to ***Feeding Emerging Asia*** with safe, affordable and nutritious essential proteins, delivered through its vertically integrated value chain spanning feed, breeding and farming to processing.

Japfa at a Glance: Sustaining Growth, Nourishing Lives

Japfa Pte Ltd, together with subsidiaries (“the Group”), is an industrialised agri-food company dedicated to nourishing Emerging Asia with affordable and nutritious staple proteins including poultry, swine, aquaculture, and packaged foods. Through a vertically integrated business model, Japfa oversees the entire value chain - from animal feed production and breeding to commercial farming and food processing - ensuring a reliable and sustainable supply of cost-effective proteins across the region, while strengthening long-term food security. (GRI 2-1, 2-6)

Sustainability and responsible practices are integral to Japfa’s approach to food quality and safety. The Group applies a holistic, science-based system that spans selective breeding, animal health and nutrition, welfare standards, and good husbandry practices. These efforts are supported by robust biosecurity measures and close collaboration with global genetics partners, enhancing operational efficiency, traceability, and environmental stewardship throughout the production cycle. Through this integrated approach, Japfa delivers consistent, high-quality proteins that meet the nutritional needs of growing populations, while advancing its commitment to sustainable, ethical, and responsible agri-food production.

For clarity in this report, the terminology used is:

- Japfa / the Company / We: Japfa Pte Ltd
- The Group: Japfa Pte Ltd and subsidiaries
- PT Japfa Tbk: PT Japfa Comfeed Indonesia Tbk
- Japfa Vietnam: Japfa Comfeed Vietnam Limited Company
- Japfa India: Japfa Comfeed India Private Limited
- Japfa Myanmar: Japfa Comfeed Myanmar Pte Ltd
- Japfa Bangladesh: Japfa Comfeed Bangladesh Pte Ltd

Effective from 2025, the Company has changed its legal status to a private limited company and is now officially registered as Japfa Pte Ltd. (GRI 2-1)

Details about our company information, including vision and mission, are available on the website.



<https://japfa.com/about-us/overview>



<https://japfa.com/our-values/growing-towards-mutual-prosperity>

Our Business Reach



Daily monitoring to ensure optimal poultry health and welfare.

Strengthening Food Security Through Responsible Operations

Japfa delivers essential animal proteins that form the foundation of nutritious diets across Emerging Asia through a strong, fully integrated value chain. By maintaining end-to-end oversight of production, the company ensures food safety, affordability, and efficient resource use, while embedding sustainable, responsible practices at every stage to advance resilient food systems and long-term community well-being.

In its relentless pursuit of operational excellence and integration of environment, social and governance (ESG) principles throughout its value chain, Japfa not only meets the growing demand for accessible, responsibly produced proteins but also strengthens food security, fosters resilient communities, and drives sustainable development across the region.

Advancing Sustainable Food Security on the Global Stage: Japfa at World Expo Osaka



At World Expo Osaka, Japfa joined 158 nations in confronting one of the most urgent global challenges of our time - feeding a projected population of 9.7 billion while protecting the planet. During the Expo, attended by over 28 million visitors, Japfa showcased its integrated agribusiness model as a scalable food solution that aligns productivity with environmental stewardship, while advancing strategic collaboration to strengthen resilient, sustainable food systems for future generations.

Animal Protein – PT Japfa Tbk (GRI 2-1)

PT Japfa Tbk is Indonesia's second-largest industrialised poultry producer, operating a fully integrated agri-food value chain that spans animal feed production, poultry, aquaculture, beef, and branded consumer foods.

Through this integrated model – encompassing feed manufacturing, breeding, commercial farming, slaughterhouse operations, and food processing – PT Japfa Tbk ensures traceability, efficiency, and quality control across every stage of production.

All slaughterhouses and food processing facilities are Halal-certified, reflecting our commitment to national dietary standards, religious integrity, and consumer trust.

Our animal feed brands, Comfeed and Benefeed, are widely recognised for their consistent quality and suitability to local farming conditions, supporting sustainable animal growth. In partnership with Aviagen, Japfa produces Day-Old Chicks (DOCs) and operates broiler farms that supply nutritious poultry products under the Olagud, So Good and So Nice brands.

In the beef segment, our activities – from cattle breeding and fattening to abattoir operations – are guided by sustainable practices and culminate in premium products such as Tokusen Wagyu Beef.

Since 1987, Japfa's Aquaculture division has been at the forefront of responsible seafood production, operating a fully integrated network of feed mills, hatcheries, grow-out farms, cold storage, and processing facilities. By continually enhancing operational excellence and embedding environmental, social, and governance (ESG) principles throughout every stage of production, Japfa not only meets the region's growing demand for accessible, responsibly produced proteins but also advances food security, community resilience, and sustainable development.

Through its joint venture with Hendrix Genetics, the division drives innovation in shrimp broodstock development, supplying Kona Bay shrimp to the Indonesian market while promoting environmental stewardship and sustainable aquaculture practices.

Japfa is the only poultry company in Indonesia with in-house vaccine research and manufacturing capabilities. Through PT Vaksindo Satwa Nusantara ("Vaksindo"), we develop a wide range of animal vaccines, including for Avian Influenza (H5N1), adhering to the highest global biosafety and quality standards. With exports to over 20 countries, Vaksindo exemplifies our commitment to innovation, animal welfare, and sustainable livestock health systems, contributing to a more resilient and secure food ecosystem in Indonesia and beyond.

Animal Protein – Other (GRI 2-1)

The Animal Protein Other (APO) segment encompasses Japfa’s operations in Vietnam, India, Myanmar, and Bangladesh, where we produce high-quality animal feed, poultry, and swine. Each market is guided by Japfa’s commitment to responsible growth, advancing food security, and fostering community development through sustainable operations.

Japfa Vietnam’s poultry operations span the full value chain, including feed manufacturing, breeding, commercial farming, processing, and distribution. In addition to broiler chicken, we have introduced colour birds to cater to local consumer preferences, supporting both nutrition and cultural food practices. Beyond poultry, Japfa has extended its expertise to develop a robust swine business, producing high-quality swine feed and a modern breeding pyramid from the Great Grand Parent level, ensuring a stable genetic foundation for advanced breeding and fattening farms. These operations integrate the latest technologies to drive efficiency, productivity, and sustainable resource use.

In 2024, Japfa inaugurated Vietnam’s largest veterinary vaccine manufacturing facility under Vaksindo, leveraging expertise from Indonesia to produce high-quality poultry vaccines for domestic and regional markets, reinforcing our commitment to livestock health, biosecurity, and food security.

In India, Japfa produces and distributes high-quality poultry feed and has expanded into cattle, fish, and swine feed production, leveraging technology and mobile applications to better serve our customers while supporting the region’s diverse protein needs.

In Myanmar, Japfa ranks as the second-largest producer of animal feed and Day-Old Chicks (DOCs). Despite ongoing challenges in the operating environment, the company remains steadfast in ensuring continuity of food supply and local employment, underscoring its commitment to food security and community resilience.

In Bangladesh, Japfa has taken its first steps into the market with poultry feed production, laying the foundation for future growth and sustainable food system development in this emerging economy.

Additional details on Group operations can be found on the company’s website.

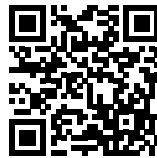


<https://www.japfa.com/about-us/overview>

Vertically Integrated Operations

Japfa operates a vertically integrated business model that spans the upstream, midstream, and downstream stages of the agri-food value chain. This integrated structure enables end-to-end oversight of our production processes - ensuring consistency, traceability, and quality assurance across all protein products. By maintaining control at every stage, we uphold high standards of food safety, environmental stewardship, and operational efficiency, while delivering products that meet the diverse nutritional needs of consumers across Emerging Asia. (GRI 2-6)

For more information on our business model and sustainability approach, please visit our Company website.



<https://japfa.com/about-us/overview>



Scope of Operations



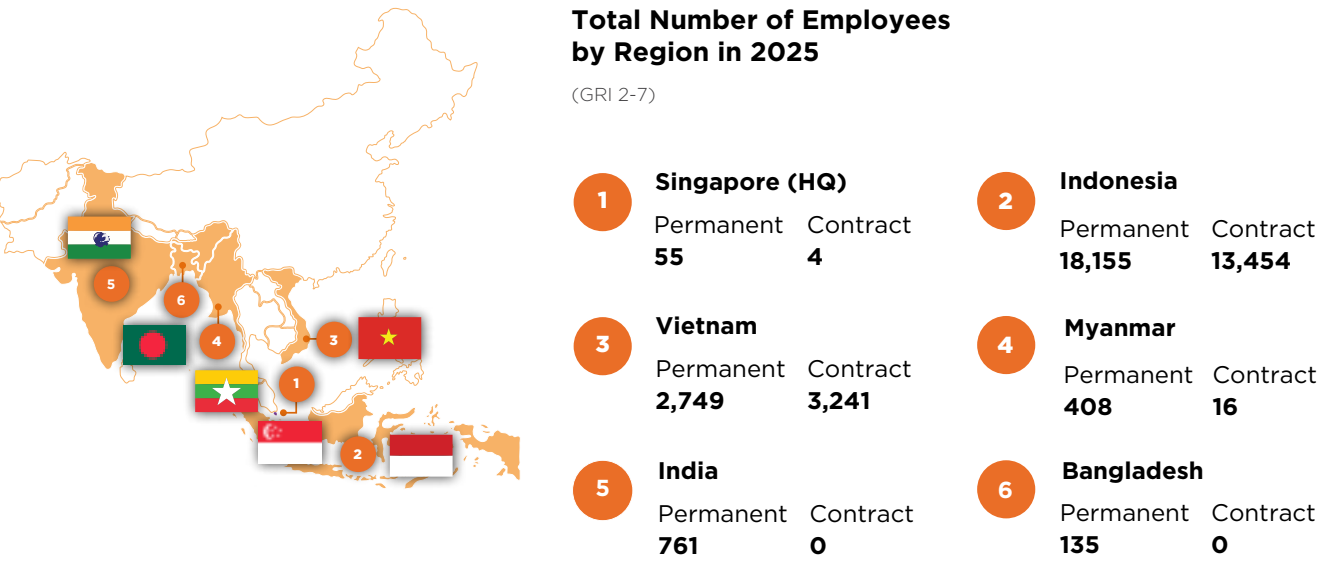
PT Japfa Tbk's feed mill in Padang.

Japfa manages its workforce data through a structured Enterprise Resource Planning (ERP) Human Capital Management (HCM) system, enabling efficient, transparent, and accurate tracking and reporting of human resource information. As of 31 December 2025, the reported data encompasses all full-time employees across the Group, including both permanent and contract staff, with no workers engaged outside of direct employment relationships. All figures are calculated based on headcount as at the end of the reporting period. (GRI 2-7, 2-8)

In 2025, the total number of employees increased compared to the previous year, reflecting the Group's sustained business growth and operational expansion. (GRI 2-7)

Japfa continues to prioritise the safety and stability of its operations amid the evolving regional dynamics in Myanmar. Workforce adjustments were made with a supportive transition period, while maintaining open communication with affected colleagues and reaffirming the intention to offer re-engagement opportunities once the operational climate stabilises. We also provided encouragement and support to our staff in Upper Myanmar for their basic needs.

There were no material fluctuations in overall workforce size. The predominance of male employees reflects the nature of the agri-food sector, which often involves physically demanding roles and aligns with existing industry workforce trends. Across all operations, Japfa remains committed to fair employment practices, diversity, and equal opportunity, ensuring that our people are empowered, protected, and valued as key drivers of sustainable growth. (GRI 2-7)



Number of Employees

(GRI 2-7)

 Male	2025		2024
	Permanent	Contract	
	17,842	14,450	17,131
	Total		32,292
 Female	2025		2024
	Permanent	Contract	
	4,421	2,265	4,140
	Total		6,686
2025		2024	
 Male		 Female	
32,292		6,458	
Total		Total	
38,978		37,838	

Upholding Ethics and Integrity

Ethical conduct is the foundation of Japfa’s sustainable business performance. With a workforce of more than 38,000 employees across the Group, we are united by a strong commitment to integrity, transparency, and accountability in all our interactions with stakeholders. Guided by our Code of Conduct, Japfa fosters a values-driven culture that shapes responsible behaviour and decision-making at every level of the organization while ensuring full compliance with applicable laws and regulations. (GRI 2-27, 206-1)

Our robust governance framework reinforces these principles through clearly defined oversight, risk management, and compliance mechanisms that ensure ethical operations across our value chain. Internal audit results for 2025 confirmed that no incidents of corruption occurred that had a material impact on the Group’s financial or operational performance, reflecting Japfa’s ongoing commitment to strong governance, business integrity, and sustainable value creation. (GRI 205-1, 205-3)

Stakeholder Engagement

Japfa engages proactively with stakeholders to provide timely, accurate, and consistent information, fostering transparency and trust. This approach mitigates risk, enables informed decision-making, and ensures alignment with regulatory requirements, reinforcing confidence and supporting value creation for our stakeholders.

Employee Code of Conduct

Japfa’s Employee Code of Conduct, which includes a comprehensive anti-corruption framework, forms the foundation of ethical, transparent, and professional behaviour across the organisation. All new employees are introduced to the Code during onboarding, ensuring these principles are embedded from the very start of their employment and consistently reinforced throughout their careers. (GRI 2-23, 2-24, 205-2)

JAPFALERT

To reinforce accountability and uphold ethical governance, JAPFALERT is a confidential whistle-blowing platform that allows employees and stakeholders to safely report misconduct or ethical concerns. Strong safeguards protect whistleblowers’ identities and prevent any form of retaliation.

All reports are thoroughly reviewed, and timely corrective actions are taken in accordance with established procedures, demonstrating Japfa’s unwavering commitment to transparency, integrity, and a responsible corporate culture. (GRI 2-25, 2-26)



Japfa Vietnam employees at our feed mill.

Economic Performance

In 2025, despite a challenging global environment characterised by shifting consumer behaviour, volatile raw material prices, and ongoing geopolitical uncertainties, Japfa demonstrated operational resilience and strategic agility. These strengths enabled the Group to maintain stable economic performance across our key markets. (GRI 201-1)

In million USD	2025	2024
Direct Economic Value Generated		
Revenue	4,743.5	4,619.0
Interest Income	7.6	6.0
Other Net Income/(Expenses)	(80.8)	(126.9)
Total	4,670.3	4,498.1
Economic Value Distributed		
Operating Cost (Cost of sales, SG&A exclude staff cost)	3,801.2	3,807.8
Employee wages and benefits	464.7	401.1
Payment to providers of equity capital - dividends	14.7	14.3
Community Investment	4.6	2.7
Payment to government	62.7	44.7
Total	4,347.9	4,270.6
Economic Value Retained		
Economic Value Retained	322.4	227.5

About our data
Our contribution to Community Investment has been restated to US\$ 2.7 million (from US\$ 1.1 million) to rectify a typological error where an incorrect figure was carried over from the previous reporting period. (GRI 2-4)

Notably, PT Japfa Tbk secured the 23rd position in the Fortune 100 Indonesia 2025 list, underscoring the Company’s ability to sustain performance and deliver consistent results through solid fundamentals, integrated operations, and prudent risk management.

Integrating Sustainability into Investment Planning

Japfa embeds environmental, social, and governance (ESG) considerations into strategic planning and capital allocation through the Japfa Capital Commitment System. This ensures that sustainability is integral to business growth, operational decisions, and investment decisions.

In 2025, the Group allocated a total of USD 28.4 million toward sustainability-related initiatives, of which over 67% was directed to enhancing the Efficient Production System. Key areas of investment included:

- 
 - Closed-house**
commercial farms to enhance biosecurity, reduce environmental impact, and improve animal welfare
- 
 - Wastewater**
management systems to optimise resource efficiency and minimise ecological footprint
- 
 - Animal health and welfare programmes**, including research and best husbandry practices
- 
 - Adoption of innovative technologies** to improve operational efficiency, reduce emissions, and support sustainable production



These targeted investments exemplify Japfa’s commitment to aligning long-term business performance with responsible, resource-efficient, and ESG-aligned practices, ensuring that our growth contributes positively to communities, the environment, and the wider food system.



Contributing to Sustainable Development Goals (SDGs)



PT Japfa Tbk's commercial farm.

As a leading animal protein producer in Emerging Asia, Japfa is firmly committed to actively advancing the United Nations Sustainable Development Goals (SDGs) as a core part of its purpose and strategy.



At the heart of this commitment is **SDG 2**: Zero Hunger, where Japfa strengthens food security by maintaining an efficient production system that reduces food loss and waste, optimises resource utilisation, and minimises environmental impact.



Japfa drives progress on **SDG 12**: Responsible Consumption and Production through the consistent implementation of sustainable practices across operations, aligned with regional standards and global best practices.



In advancing **SDG 8**: Decent Work and Economic Growth, the Group creates meaningful employment, supports inclusive growth, and builds long-term partnerships that contribute to resilient local economies and sustainable community development across the regions it serves.

Through these efforts, Japfa integrates sustainability and ESG principles at the core of its operations, ensuring that business growth is aligned with social responsibility, environmental stewardship, and ethical governance.



Membership in Associations

With over five decades of experience in the livestock sector, collaboration has been a cornerstone of Japfa’s sustainability journey. Through partnerships with local and international associations that share the group’s commitment to responsible and sustainable practices, Japfa and its partners have achieved greater impact collectively. This collaborative approach both strengthens the effectiveness of joint initiatives and drive continuous progress toward our sustainability and ESG goals, exemplifying Japfa’s commitment to ethical, responsible, and resource-efficient livestock production across Emerging Asia. (GRI 2-28)

 PT Japfa Tbk



Indonesian Employer’s Association (APINDO) DKI Jakarta



Indonesian Fishery Producers Processing and Marketing Association (AP5I)



Indonesian Feedmills Association (GPMT)



Shrimp Club Indonesia (SCI)



Indonesian Poultry Breeders Association (GPPU)



Indonesian Veterinary Medicine Association (ASOHI)



Association of Indonesian Poultry Slaughterhouses (ARPHUIN)



Veterinary Public Health Association (ASKESMAVETI)



Indonesian Poultry Farmers Association (PINSAR)



Indonesian Aquaculture Society (MAI)



Indonesian Poultry Science Society (MIPI)



Chamber of Commerce and Industry (KADIN) South Jakarta



Indonesian Poultry Veterinary Association (ADHPI)



Indonesia CSR Society

 Japfa India



CLEMA of India



Bombay Chamber of Commerce



Maharashtra Poultry Breeders Association

- All-India representative of livestock industry
- Poultry Breeders Welfare Association (PBWA)

 Japfa Bangladesh

- Feed Industries Association Bangladesh (FIAB)
- Gazipur Chamber Of Commerce & Industry (GCCl)

 Japfa Vietnam

- FDI Enterprise Association

Awards Received in 2025



TIME & Statista Awards

TIME magazine and Statista named JAPFA among the World’s Best Companies 2025 in the global ranking released this September. This recognition is a testament to the dedication of more than 38,000 employees across multiple countries, who work tirelessly to deliver high-quality protein products to millions of consumers.

Through our integrated “farm-to-table” value chain, JAPFA supplies nearly 20% of the protein consumed in our core markets - reinforcing our commitment to sustainable living and responsible growth. The ranking, which evaluates 1,000 leading companies worldwide, is based on employee satisfaction, revenue growth, and sustainability transparency.

Being acknowledged on this global stage underscores not only our operational excellence but also our unwavering focus on ESG principles: empowering people, driving sustainable nutrition, and ensuring transparency in how we grow together with communities and the environment.



The Asset Triple A Sustainable Finance Awards 2025

In 2025, Japfa was Awarded ‘Best Sustainability-Linked Loan - Agriculture’ by The Asset Triple A Awards for Sustainable Finance. This recognition reflects the progress made through our sustainability-linked loan, which for the first time incorporates social key performance indicators (KPIs) alongside environmental goals.

Japfa is committed to advancing water recycling to reduce freshwater use, phasing out coal in favour of cleaner energy solutions to lower carbon emissions, and strengthening our operational sustainability. It also reinforces our efforts to address malnutrition and stunting among children by promoting balanced diets in collaboration with local governments, health institutions, and schools.

2

ENVIRONMENTAL, SOCIAL, GOVERNANCE

Japfa adopts the Task Force on Climate-related Financial Disclosures (TCFD) recommendations to maintain a rigorous and forward-looking approach to climate impact. This commitment is reflected in our holistic integration of ESG across the business, ensuring that governance, strategy, and risk management are all aligned with our long-term sustainability performance.

Core Elements of Recommended Climate-Related Financial Disclosures



Governance
The Organisation’s governance around climate-related risks and opportunities

Strategy
The actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning

Risk Management
The processes used by the organisation to identify, assess, and manage climate-related risks

Metrics and Targets
The metrics and targets used to assess and manage relevant climate-related risks and opportunities

Rooted in our vision of “Growing Towards Mutual Prosperity” and guided by Japfa’s Sustainability Pillars, we believe that meaningful sustainability begins from within. By embedding ESG principles into our operations and decision-making, we strengthen the foundation that allows us to collaborate effectively, address climate risks, and create long-term value.

Upholding transparency and accountability at every level, Japfa aligns with the recommendations of the TCFD to ensure our actions remain credible, measurable, and forward-looking. This report reflects our steadfast commitment to integrating ESG across every layer of our business - from governance and strategic planning to risk management and performance measurement.

By incorporating climate resilience and adaptation within our daily operations, we proactively minimise environmental risks and reinforce the long-term sustainability of our business. Through continuous enhancements to the Japfa Enterprise Risk Management (ERM) System, sustainability has evolved from a standalone agenda into an essential part of how we operate and make decisions.

This integration strengthens our organisation both top-down and bottom-up, empowering our people, guiding our operations, and enabling us to navigate an increasingly complex world with clarity, accountability, and a long-term vision for shared prosperity with our stakeholders.

Governance

(TCFD-Govt-a, TCFD-Govt-b)

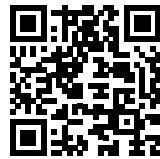
Strong governance has always been central to Japfa’s journey. It serves as the compass that guides us through uncertainty, ensuring that every decision made today strengthens our resilience for tomorrow. By integrating climate considerations into our strategic planning and risk management, we not only anticipate emerging challenges but also uncover opportunities to thrive in a low-carbon, rapidly evolving global landscape. This approach enables Japfa to sustain growth while upholding our commitment to responsible and future-ready operations.

Organisational Structure

From the outset, Japfa’s leadership has been anchored in a sustainability mindset - one that recognises that responsibility and growth must advance hand in hand. This perspective has shaped a governance framework defined by resilience, transparency, and forward-looking leadership. Through open communication and active engagement with stakeholders, we ensure that management decisions remain clear, accountable, and aligned with our shared ESG ambitions. In periods of change, the unity and steadfastness of our leadership have been among our greatest strengths. This cohesion is deeply embedded in our culture and reflected in the way teams across the Group work together. It has cultivated trust, fostered seamless collaboration, and reinforced operational stability.

By nurturing capable, principled, and values-driven leaders at every level, Japfa continues to navigate global challenges with confidence and unity, advancing our long-term sustainable growth agenda. At its core, Japfa’s governance structure connects every part of the organisation under one shared mission: to deliver nutritious, essential proteins that remain accessible and affordable to all. This mission aligns with the United Nations Sustainable Development Goal 2 (SDG 2): Zero Hunger, reaffirming our commitment to contributing meaningfully to global food security and strengthening our role as a responsible agri-food company.

For further details on Japfa Pte Ltd’s Board of Directors and governance practices, please refer to our Company website.
(GRI 2-9, 2-11)



<https://www.japfa.com/about-us/our-people>

Certain disclosures, particularly those referencing the Annual Report (AR) for governance and remuneration policies, remain unchanged from the previous reporting period. As Japfa Pte Ltd is a non-publicly listed entity and is not mandated to issue a public Annual Report, the relevant information remains consistent and can be cross-referenced with the previously available records.

(GRI 2-10, 2-11, 2-15, 2-17, 2-18, 2-19, 2-20, 2-21)

Sustainability Committee

(TCFD-Govt-a, TCFD-Govt-b)



Sustainability Committee and its sub-committees involvement in JSIA.

Sustainability at Japfa is steered by the Sustainability Committee (SC), established in 2018 as a cornerstone of our governance framework. Chaired by the Chief Executive Officer (CEO) and Chief Financial Officer (CFO), the SC reflects Japfa’s deep-rooted commitment to addressing environmental and climate challenges while guiding the Group toward long-term, responsible growth. The SC acts as the driving force behind Japfa’s sustainability journey. It translates our Sustainability Pillars into actionable strategies that permeate every part of the organisation - from day-to-day operations to stakeholder engagement. In close collaboration with the Sustainability Sub-Committees, the SC sets clear short-, medium-, and long-term priorities, ensuring that resilience, innovation, and accountability are embedded throughout our business.

Through regular updates to the Board of Directors, the SC ensures that sustainability considerations remain central to strategic and operational decision-making. It safeguards the accuracy, consistency, and integrity of our sustainability disclosures, providing data-driven insights that guide impactful business actions. By fostering strong governance and continuous oversight, the SC empowers Japfa to manage climate-related risks effectively while delivering tangible environmental and social value - transforming sustainability from a stated commitment into measurable, enduring progress. (GRI 2-9, 2-12, 2-13, 2-14, 2-23)

Thank You for being Our Sustainability Champions!

Sustainability Committee



Tan Yong Nang¹
Chief Executive Officer



Kevin John Monteiro²
Chief Financial Officer

Sustainability Coordinating Sub-Committee



Danny Wong
Financial
Controller,
Japfa Pte Ltd



**Tan Kai Loon
Jasper**
Head of
Corporate HR,
Japfa Pte Ltd



**Bambang
Widjaja**
Group Head
Equity Markets,
Japfa Pte Ltd



Aileen Wee
Head of Investor
Relations &
Sustainability,
Japfa Pte Ltd



Erwin Djohan
Financial
Controller,
PT Japfa Tbk



Eddy Widadi
Head of
Corporate HR,
PT Japfa Tbk



**Elvina Apandi
Hermansyah**
Head of Investor
Relations &
Sustainability,
PT Japfa Tbk

Sustainability Sub-Committee



Renaldo Santosa³
Chairman,
Sustainability
Committee,
PT Japfa Tbk



**Antonius
Harwanto⁴**
Member of
Sustainability
Committee,
PT Japfa Tbk



**Leo Handoko
Laksono⁵**
Member of
Sustainability
Committee,
PT Japfa Tbk



Arif Widjaja⁶
Chief Operating
Officer Poultry
Indonesia,
PT Japfa Tbk



**Budiarto
Soebijanto**
Head of Feed
Division,
PT Japfa Tbk



Daniel Iki
Head of Poultry
Breeding Division,
PT Japfa Tbk



Achmad Dawami
Deputy Head
Commercial
Poultry Division,
PT Japfa Tbk



**Teguh
Yodiantara
Prajitno**
Head of SBU
Animal Health
& Livestock
Equipment,
PT Japfa Tbk



**Bambang Heru
Wardoyo⁷**
Advisor
Production
Commercial
Poultry Division,
PT Japfa Tbk



**Benjamin
Soenadi
Abednego**
Head of SBU
Edible Oil Plastic
Bag & Industrial
Estate,
PT Japfa Tbk



Clemens Tan
Country Head
Japfa Vietnam



**Mark Gerald
Eman**
Country Head,
Japfa Myanmar



**Prasad
Chittaranjan
Wagh**
Country Head,
Japfa India



**Biplob Kumer
Sarker**
Country Head,
Japfa Bangladesh

[1.] Mr Tan retired as Group CEO on 20 April 2026 and transitioned to the role of Group Senior Advisor and continues to serve on the Board of Directors.

[2.] Member of the Asia Pacific Chapter of the Accounting for Sustainability (A4S) Chief Financial Officers Leadership Network since 2021. Represents Japfa Pte Ltd as founding member of SGListCos Ltd (SGListCos), an association that represents all SGX listed companies, where he sits on its ESG Advisory Panel. Mr Monteiro is SGListCos representative on the Sustainability Reporting Advisory Committee (SRAC) which advises on the sustainability reporting roadmap for Singapore-incorporated companies.

[3.] Mr Santosa was appointed Group CEO on 20 April 2026. He built his career within the Japfa Group since joining in 2011, gaining deep expertise across strategy, business development, and operational leadership. Over the years, he held senior roles including President Director of PT Japfa Comfeed Indonesia Tbk, Chief Operating Officer for South Asia & Indochina, and most recently Executive Chairman of Japfa Pte Ltd (2022–2026).

[4.] Mr Harwanto also served as the Commissioner of PT Japfa Tbk.

[5.] Mr Laksono also served as the Director of PT Japfa Tbk.

[6.] Mr Widjaja also served as the Director of PT Japfa Tbk since 29 April 2026.

[7.] Mr Wardoyo retired on 6 April 2026.

The Sustainability Committee's Roles and Responsibilities:

- Establish and propose sustainable development policy and direction to the Board of Directors for approval.
- Develop sustainability strategies with timeframes.
- Evaluate and assess the results of the implementation of sustainability strategies, provide advice for its development, and report to the Board of Directors at least once a year. (GRI 2-13)
- Approve the Sustainability Report annually. (GRI 2-14)
- Appoint Sustainability Sub-Committees, as considered appropriate, for the implementation of sustainability strategies within operational divisions.
- Review and approve KPIs and SPTs of sustainability-linked transactions.

We are proud to mark an important milestone in Japfa's sustainability journey: our Executive Director and Chief Financial Officer, Kevin Monteiro, has been appointed Co-Chair of the A4S CFO Leadership Network (Asia Pacific), a prestigious platform convened by Accounting for Sustainability to advance ESG integration within the finance community. This appointment underscores Japfa's unwavering commitment to embedding long-term sustainability into our strategy, operations, and capital allocation decisions.

Guided by our principle of Growing Towards Mutual Prosperity, we view the finance function as a powerful lever for shaping resilient, inclusive, and future-ready organisations. Kevin's leadership in the network strengthens Japfa's role in championing responsible finance and reinforces our efforts to align governance, risk management, and performance with our sustainability ambitions. Through his guidance, we aim to translate strategic intent into disciplined execution - ensuring that ESG becomes not merely an initiative, but a core value system that delivers meaningful benefits for our business, our people, and the communities we serve.

I truly believe that the finance function is very influential to make sure the organisation follows sustainability in their hearts. While there may be challenges in these uncertain times, I believe Asia will step up and make a difference on this planet.

- Kevin Monteiro

Sustainability Champions

(TCFD-Govt-a, TCFD-Govt-b)

Across Japfa, sustainability is brought to life through the passion and dedication of our Sustainability Champions. Drawn from diverse departments and regions, these individuals embody the spirit of collaboration, innovation, and purpose that defines our ESG journey.

They serve as catalysts who translate Japfa’s sustainability vision into concrete actions, embedding responsible practices into daily operations and inspiring colleagues to do the same.

Empowered to lead from within, our Sustainability Champions integrate ESG principles into decision-making at every level of the organisation. Their efforts ensure that sustainability is not a standalone agenda, but a living part of Japfa’s culture - influencing how we plan, produce, and perform. By aligning team priorities with our sustainability goals, they cultivate a culture of accountability, creativity, and shared ownership.

Together, these Champions bridge the gap between strategy and execution. They connect vision with action, driving progress that is both measurable and meaningful. Through their collective leadership, Japfa continues to strengthen the foundation for long-term sustainable growth - demonstrating that real transformation begins with people who lead by example. (GRI 2-12, 2-13)

Sustainability Champions Across the Group



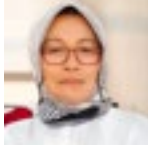
Valeria Montesoro
Vice President, Corporate Communications, Japfa Pte Ltd



Anna Chan
HR Business Partner Outside Indonesia, Japfa Pte Ltd



Rachmat Indrajaya
Corporate Affairs Director, PT Japfa Tbk



Sri Rejeki Muji Andayani
HR Business Partner Indonesia, PT Japfa Tbk



Mardian
Deputy Head of Sustainability Coordinating Sub-Committee (HR)-Corporate HR, PT Japfa Tbk



Fachmi Azhar Aji
Environmental Manager, PT Japfa Tbk



Rizqal Hade
Head of HR Digitalization, PT Japfa Tbk



Toto Handoyo
HR Business Partner Outside Indonesia, PT Japfa Tbk



Rina Firdausy
HR Business Partner Manager, PT Japfa Tbk



Retno Artsanti Alif
Head of Social Investment-Corporate Affairs, PT Japfa Tbk



Christina Kucita
Investor Relations Admin Support, PT Japfa Tbk



Franciscus Reza Paul Adam
Head of Corporate IT, PT Japfa Tbk



Derda Ariesza
HR Business Partner Manager Outside Indonesia, PT Japfa Tbk



Mikael Paul
HR Business Partner Indonesia, PT Japfa Tbk



M. Fadri Al Baihaqi
Occupational Health & Safety Manager, PT Japfa Tbk



Wali Muhammad^[1]
Head of HR & GA Poultry, PT Japfa Tbk



Hendro
Financial Controller Poultry, PT Japfa Tbk

[1.] Mr. Muhammad serves as Corporate HR Advisor PT Japfa Tbk as of 1 June 2026.



Herman
Head of Production & Project Development, Poultry Feed Division, PT Japfa Tbk



Dian Susanto
Head of Feed Operations East Java & BJM Area, Poultry Feed Division, PT Japfa Tbk



Anwar Tandiono
Head of Feed Operations Sumatra, Poultry Feed Division, PT Japfa Tbk



Junairi Sungkono
Head of Feed Operations Tangerang & Cirebon, Poultry Feed Division, PT Japfa Tbk



Hartono
Head of Feed Operations Central Java, Poultry Feed Division, PT Japfa Tbk



A.C Valentino Babay
Head of Unit Makassar, Poultry Feed Division, PT Japfa Tbk



Slamet Widodo
Head of Production, Commercial Poultry Division, PT Japfa Tbk



Achmad Choiron
Financial Controller, Commercial Poultry, PT Japfa Tbk



Ardi Budiono
Head of Aquaculture Division, PT Japfa Tbk



Jonny Susanto
Financial Controller, Aquaculture Division, PT Japfa Tbk



Reno Yusril
Head HR & GA, Aquaculture Division, PT Japfa Tbk



Indira Nuranissa Ardiwidjaja
Communication & Employee Engagement, Aquaculture Division, PT Japfa Tbk



Tasdikin
P & GA Manager Upstream, Aquaculture Division, PT Japfa Tbk



Jenny Budiati
Head of SBU Aqua Processing, PT Japfa Tbk



Budhi Rahyono
Head of HR & GA, Downstream Operations, PT Japfa Tbk



Wira Adhitama
Head of Consumer Food Division, PT Japfa Tbk



Reza A. Kurniawan
Head of Manufacturing & SCM, Consumer Food Division, PT Japfa Tbk



Ahya Al Anshori
National Engineering Manager, Consumer Food Division, PT Japfa Tbk



Sanjeev Kumar
Head of Poultry Business, Japfa Vietnam



Nguyen Chi Cong
Head of Swine Business, Japfa Vietnam



Nguyen Minh Tri
Head of Feed Business, Japfa Vietnam



Nguyen Cong Phuong
Head of Feed Production, Japfa Vietnam



Tommy Yance Manawan
Finance Controller, Japfa Vietnam



Ng Johnny Adhinegara
Deputy Country Head, Japfa Myanmar



Riyadi
Head of Engineer & Maintenance Japfa Myanmar



Risa Suhelim
Financial Controller, Japfa Myanmar



Vidyasagar A
Financial Controller Japfa India



Bhagvat Chavan
Senior General Manager HR & GA, Japfa India



Abhijit Mhetre
Senior Manager Legal & Corporate Secretary, Japfa India



Arnab Dutta
Financial Controller, Japfa Bangladesh



Mohammad Abdul Hasnat Rashel
Head of HR & GA, Japfa Bangladesh

Japfa’s Sustainability Committee demonstrates that real strength begins from within - where strong governance turns commitment into action, and action into lasting impact for our people, our communities, and the planet.

Strategy and Risk Management

(TCFD-Str-a, TCFD-Str-b, TCFD-Str-c, TCFD-Risk-a, TCFD-Risk-b, TCFD-Risk-c)

Japfa’s mission to deliver essential protein staples is inseparable from our commitment to strengthening global and regional food security. As climate change accelerates and its risks intensify, we remain focused on building a resilient, future-ready organisation. Recognising climate change as a strategic business priority, Japfa integrates comprehensive risk management with forward-looking ESG strategies - safeguarding our operations, supporting the communities we serve, and protecting the environment for generations to come.

Climate-Related Risks and Opportunities



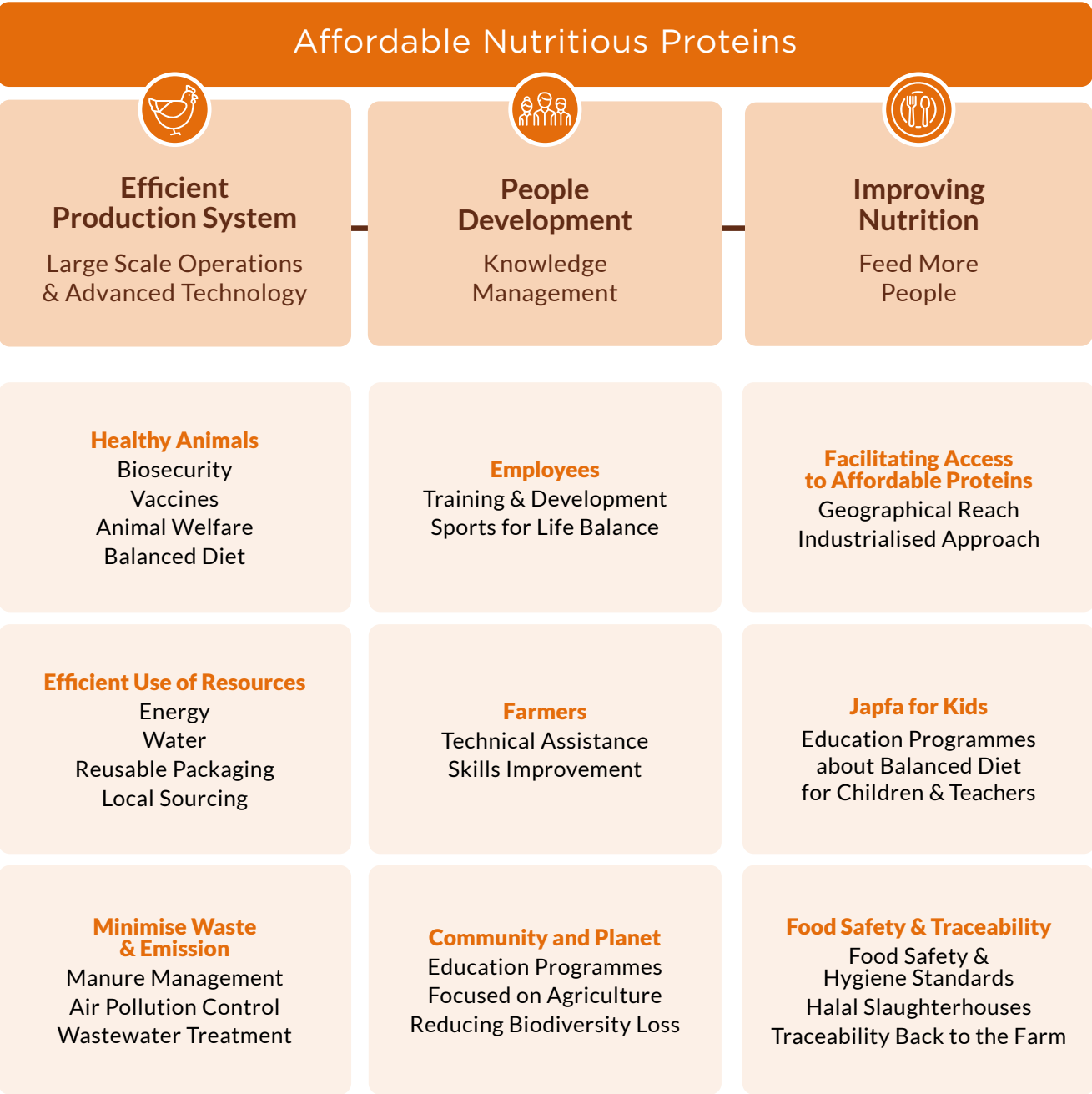
Japfa Sustainability Pillars

Japfa’s sustainability journey is anchored in our Sustainability Pillars - a framework that transforms experience into action and guides how we navigate climate-related risks and opportunities. These Pillars strengthen our commitment to protect biodiversity, enhance resource efficiency, and ensure responsible, long-term growth. Established in 2018 by the Sustainability Committee (SC), in close collaboration with senior management and endorsed by the Board, the Pillars embody Japfa’s belief that sustainability must grow from within.

They connect our collective expertise with a shared purpose, ensuring that every decision contributes to long-term value creation across the Group. More than a guiding framework, the Sustainability Pillars define the way we work. They shape our goals, guide performance, and ensure that ESG principles are embedded across all aspects of our operations. Through structured planning, measurable targets, and transparent monitoring, the Pillars keep us accountable to our vision of sustainable progress.



Sustainability Pillars



Efficient Production System

At the core of our operations is the Efficient Production System, the foundation of Japfa’s operational excellence. This Pillar drives efficiency through optimal use of resources, minimises waste and emissions through strong environmental management, and ensures animal welfare through robust health, biosecurity, and nutrition practices to deliver sustainable, affordable protein. By driving productivity and sustainability in tandem, we ensure cost-effective operations that provide affordable, nutritious protein to communities across Japfa Emerging Asia.

People Development

People are central to Japfa’s sustainability journey. Through this Pillar, we invest in the growth and well-being of our employees, contract farmers, and surrounding communities. We prioritise continuous training, skills development, health and safety, and empowerment programmes that strengthen capabilities and create shared value. These efforts reflect our enduring vision of Growing Towards Mutual Prosperity, where progress is driven by collaboration, inclusion, and care.

Improving Nutrition

The Improving Nutrition Pillar reinforces Japfa’s mission to broaden access to safe, high-quality protein and promote better nutrition across Japfa Emerging Asia. Leveraging our vertically integrated operations, we deliver affordable, nutritious products while advancing food security through strong safety, quality, and traceability systems. Our flagship CSR programme, Japfa for Kids, exemplifies this Pillar by educating children on balanced nutrition, hygiene, and healthy living - nurturing healthier communities and empowering the next generation.



Enterprise Risk Management System

(TCFD-Risk-a, TCFD-Risk-b, TCFD-Risk-c)

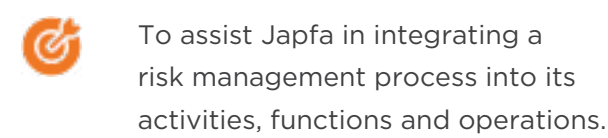
Japfa has established a comprehensive Enterprise Risk Management (ERM) System to proactively identify, assess, and manage risks that may influence our operations - including those driven by climate change.

Aligned with the ISO 31000:2018 Risk Management framework, the ERM System ensures a structured, consistent, and transparent approach across the Group. It encompasses well-defined policies, procedures, and practices covering communication, consultation, contextual analysis, risk assessment, treatment, monitoring, review, and reporting. This integrated approach strengthens decision-making, enhances operational resilience, and supports responsible long-term growth.

Principles of Risk Management



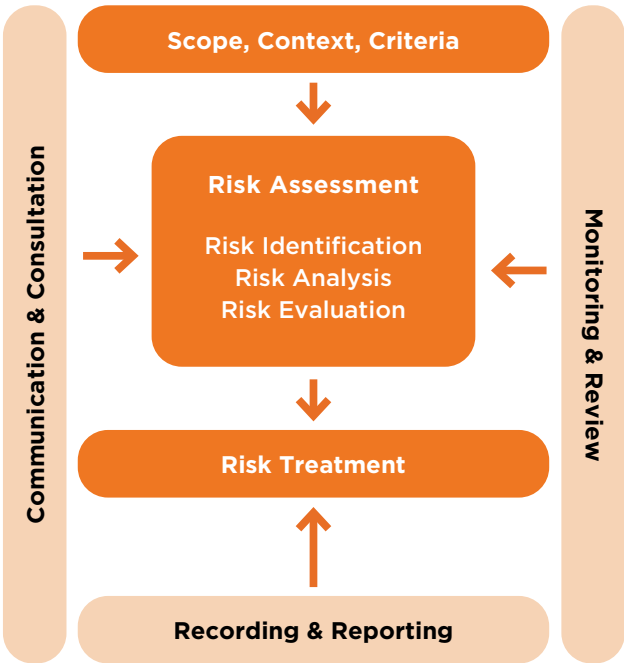
Purpose of ERM Framework



Risk Appetite



Risk Management Process



Risk Categories



Our ERM framework is dynamic and continuously evolving, reflecting Japfa’s recognition that climate-related risks are a critical business priority. Through regular assessments conducted by the Management Risk Committee (MRC), potential risks, including physical and transition climate risks, are systematically evaluated and communicated to senior management and business leaders. These insights enable timely, strategic decisions and proactive measures that mitigate risks, safeguard our operations, and reinforce resilience. (TCFD-Str-b, TCFD-Risk-b)

Building on these evaluations, cross-functional teams collaborate to design and implement targeted initiatives that address key challenges, enhance efficiency, and minimise environmental impacts. To uphold transparency and ensure strong governance, the Sustainability Committee (SC) reports the outcomes of these initiatives to the Board of Directors on an annual basis. This structured reporting process reinforces accountability, strengthens oversight, and ensures alignment with Japfa’s ESG priorities and sustainability objectives across the Group. (GRI 2-16)

Climate-Related Risks

(TCFD-Risk-a, TCFD-Risk-c)

Japfa systematically integrates climate-related risks into its Enterprise Risk Management (ERM) System, enabling comprehensive evaluation of potential vulnerabilities across all operations. This framework covers both transition risks—including evolving policies, legal requirements, technological shifts, market changes, and reputational considerations—and physical risks arising from acute and chronic climate impacts.

Through detailed analyses, we assess these risks based on their time horizons and potential financial implications. Guided by our Sustainability Pillars, climate-related risks and opportunities are classified into short-term (up to 2030), medium-term (up to 2040), and long-term (up to 2050) categories. This structured approach enables the implementation of targeted mitigation and adaptation strategies, strengthening Japfa’s capacity to operate resiliently in a rapidly changing climate landscape. (TCFD-Str-a)

Throughout 2025, the Board of Directors and the Management Risk Committee (MRC) maintained strong oversight of key climate-related and operational risks that shape Japfa’s long-term sustainability. Their continuous evaluation of emerging challenges and strategic opportunities reinforces our governance foundation, ensuring that ESG considerations and risk management remain deeply embedded in Japfa’s strategic vision and decision-making process. (TCFD-Str-a, TCFD-Str-b, TCFD-Risk-c)

Climate-Related Risk Assessment Completed as at 31 December 2025

(TCFD-Str-a, TCFD-Str-b) (GRI 201-2)

Risk Driver	Climate-Related Risks	Time Horizons	Climate-Related Risks	Potential Financial Impact
Transition Risk	Policy & Legal	Medium to long-term	- Climate-related and emission reporting obligations - Increased regulatory actions by government to reduce GHG emissions, e.g., carbon tax	Increased expenses for compliance including evaluation and verification
	Law and regulation changes are not within the Group's control			
	Technology	Short to medium-term	Use of industrialised automated farming systems to mitigate climate impacts	- Increased cost of investment - Increased production efficiency
	We consistently invest in cutting-edge technology, such as closed-house farming systems and smart factory system.			
	Market	Short to long-term	- Increase in raw materials' cost due to climate-related events and geopolitical events - Customers requiring certified supply chain - Inability to obtain reliable and affordable renewable energy	- Increased cost of raw materials and certifications could impact Japfa's sales and may experience financial losses - Increased expenditure due to higher costs and availability of renewable energy
	The Company has limited influence over fluctuations in market conditions.			
	Reputation	Short-term	Global pressure on CO₂ emissions produced by animal protein industry	Reduced revenues due to shift away from animal proteins
Physical Risk	Poultry, the largest revenue contributor for Japfa, has a lower carbon footprint compared to other staple animal protein sources			
	Acute	Short to medium-term	Natural disasters, e.g., floods and typhoons, could affect operations	- Increased operating costs - Cost to repair damaged assets - Increased capex investment to mitigate natural disaster risks - Increased cost of insurance coverage
	Natural disasters are beyond the Group's control			
Physical Risk	Chronic	Medium to long-term	Rising temperatures in Japfa Emerging Asia countries could impact: - Animal comfort and welfare - Increased risk of animal diseases - Water scarcity - Coastal degradation due to, sea-level rise	- Increased cost of improving animal welfare - Higher biosecurity cost - Increased cost of water through recycling or purchasing fresh water - Likely higher purchase cost of new land
	We implement proactive measures to anticipate and mitigate the impacts of climate change through comprehensive sustainability initiatives and action plans, including closed-house systems, in-house vaccine research and production facilities, and water recycling facilities.			

Assessed Climate-Related Opportunities as at 31 December 2025

(TCFD-Str-a, TCFD-Str-b) (GRI 201-2)

Opportunity Type	Climate-Related Risks		Potential Financial Impact	
Resource Efficiency	- Digitalisations and analytics of Japfa sustainability data (JSRS) - Establishing more efficient poultry closed-house system - Enhanced input efficiency using precision farming - Use of superior genetics to improve productivity - Waste reduction and utilisation - Improved water and wastewater management systems - Prioritise use of local raw materials to reduce logistic's carbon footprint		- Higher initial capex investment for more advanced technology - Lower operating costs through efficiency gains and cost reductions - Increase production capacity	
Time Horizon	Up To 2030	Up To 2040	Up To 2050	
	Short to Long-term			
Energy Source	- Aiming to reach Zero Coal by transitioning to cleaner energy - Widening source of renewable energy		- Reduce exposure to future fossil fuel price increases - Reduce exposure to GHG emission and potential cost of carbon - Potential increase in prices of renewable energy sources	
Time Horizon	Up To 2030	Up To 2040	Up To 2050	
			Long-term	
Products and Services	- Developing local poultry breeds through selection of genetics to meet consumer's preference - Sharing knowledge to contract farmers on farming practices to mitigate climate change		- Increase revenue through market differentiation - Improve market positioning by meeting consumer's preference for local breeds - Increase profits from improved farming practices by our contract farmers	
Time Horizon	Up To 2030	Up To 2040	Up To 2050	
		Medium to Long-term		
Markets	- Access to new equity and debt funding sources - Support food security in emerging markets as we produce locally for local consumption by providing accessible and affordable proteins for the masses in areas where Japfa operates		- Expansion and diversification of our equity investor base - Expansion and diversification of debt providers and funding instruments including sustainability-linked bonds and loans - Increase revenues with improved protein consumption in Asian emerging economies	
Time Horizon	Up To 2030	Up To 2040	Up To 2050	
	Short to Long-term			
Resilience	- Continue providing staple animal protein foods in each country we operate - Use of local raw materials to enhance supply chain resilience - Climate-resilient closed-house system to mitigate climate change - Stringent biosecurity protocols to mitigate risks of diseases - Focus on the continuous development of our people		- Potential savings from risk mitigation measures - Reduced dependence on imported raw materials which reduces risk of supply chain disruptions	
Time Horizon	Up To 2030	Up To 2040	Up To 2050	
		Medium to Long-term		

Japfa's Climate Change Adaptation Plans and Programmes

(TCFD-Str-b)

Japfa continues to transform climate challenges into opportunities through targeted adaptation programmes and strategic action plans that advance our long-term sustainability objectives. Our approach combines immediate, high-impact initiatives with forward-looking measures to minimise climate-related impacts and strengthen operational resilience. By integrating adaptability into both day-to-day operations and long-term planning, Japfa enhances its capacity to manage evolving risks while continuing to drive sustainable growth. This proactive and integrated strategy underscores our commitment to building a climate-resilient organisation—one that remains strong, responsible, and future-ready amid the realities of a changing world.

Climate-Related Risks		Adaptation Plans and Programmes	Time Horizons
Risk Type: Transition Risk			
Policy & Legal	- Climate-related and emission reporting obligation - Increased rigorous actions by government to reduce GHG emission, e.g. carbon tax	- Digitalisation and data analytics of sustainability data using JSRS to ensure compliance with evolving regulations - Implement robust reporting and disclosure practices to meet climate-related and sustainability requirements	Medium to Long-term
Technology	Use of automated farming systems to mitigate environmental impacts	- Establish more efficient poultry closed-house systems - Enhance input efficiency using precision farming - Utilise superior genetics for productivity and resilience - Develop resilient closed-house systems to address climate risks	Short to Medium-term
Market	- Increase in raw material costs due to climate-related events and geopolitical factors - Customer demand for certified supply chains - Limited access to affordable renewable energy	- Prioritise local raw materials to reduce logistic carbon footprint - Develop local poultry breeds to adapt to long-term climatic challenges - Strengthen supply chain resilience by sharing knowledge with contract farmers on climate adaptation practices	Short to Long-Term
Reputation	Global scrutiny on CO₂ emissions from animal protein industry	- Disseminate knowledge on climate change mitigation and corporate responsibility - Support food security to reinforce the Company's reputation as a reliable source of nutritious and accessible protein	Short-term
Climate-Related Risks		Adaptation Plans and Programmes	Time Horizons
Risk Type: Physical Risk			
Acute	Natural disasters, e.g., typhoons, that may disrupt operations	Strengthen infrastructure to withstand extreme weather events, ensuring business continuity	Short to Medium-term
Chronic	Rising temperatures in Japfa Emerging Asia affecting: - Animal welfare - Disease risk - Water scarcity - Coastal degradation	- Optimise water use with improved management systems to address water scarcity - Transition to cleaner energy sources, aiming for Zero Coal and expanding renewable energy use - Implement proactive measures to address energy and climate-related risks	Medium to Long-term

Climate Scenario Analysis

(TCFD-Str-c)



Japfa has conducted a comprehensive Climate Scenario Analysis (CSA), covering over 90% of its Indonesian business units across 102 locations, to proactively assess the potential impacts of climate change on our operations and strengthen long-term resilience. The insights derived from this analysis are embedded into our decision-making processes, enabling management to develop effective strategies that address both climate-related risks and opportunities.

This analysis provides a robust foundation for shaping future sustainability and risk management strategies, ensuring that decisions are guided by science-based evidence and forward-looking scenarios. It reflects Japfa’s ongoing commitment to resilience and adaptability, applying advanced methodologies, modelling tools, and strategic insights at every stage.

Objectives and Scope of Climate Scenario Analysis

The objectives of Japfa’s CSA are threefold:

- 1 Map climate scenarios and topographic data relevant to Japfa’s Indonesian operations.
- 2 Equip project teams with actionable insights, enabling them to identify optimal locations for future developments while accounting for climate-related risks and opportunities.
- 3 Assess potential supply chain vulnerabilities to ensure our adaptation strategies address climate-related challenges across our entire value chain.

This scenario analysis evaluates key climate-related factors - including extreme heat, water scarcity, and sea-level rise—that could impact our operations. By anticipating these risks and integrating them into adaptation strategies, Japfa strengthens its capacity to navigate unpredictable climate futures while demonstrating industry leadership in climate resilience and ESG integration.

Other Strategies and Measures

(TCFD-Str-c, TCFD-Risk-b)

Life Cycle Assessments (LCA)

At Japfa, understanding our environmental impact means seeing the full picture. Life Cycle Assessment (LCA) has therefore become an essential part of our strategic and risk management approach. This scientific, data-driven methodology enables us to trace the environmental footprint of our products across their entire lifecycle – from production and transportation to use and disposal. By examining each stage, we gain deeper insights into greenhouse gas (GHG) emissions and the climate risks involved throughout our value chain.

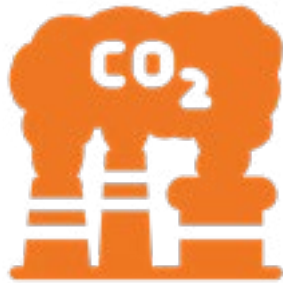
Beyond emissions, LCA assesses our use of water, energy, and raw materials, guiding smarter decisions on efficiency and resource stewardship. This holistic perspective allows us to identify meaningful opportunities for improvement, minimise environmental impacts, and embed sustainability into operational decisions across the Group.



The Japfa 2024 LCA Model

The 2024 LCA Model is far more comprehensive than the earlier versions, having a more refined analysis, a wider scope of coverage, and improvements to its underlying sustainability data over the past 5 years.

As a result, the GHG emissions data disclosures of previous years should be replaced by the emissions data from the more comprehensive Japfa 2024 LCA Model. Accordingly, we will consider 2024 as the baseline year for GHG emissions.



Completed LCA for Vietnam, India and Myanmar

In 2025, we completed LCA studies for our poultry operations in Vietnam, India and Myanmar, expanding our understanding of environmental impacts across diverse production systems and geographies. These insights have highlighted where our most significant impacts occur and also where targeted interventions can drive the greatest change. Guided by these findings, we are implementing focused measures to reduce our carbon footprint, translating data into tangible action and building a stronger, more sustainable Japfa.

This proactive approach to LCA is a reflection of our commitment to ESG leadership - a step that few peers in the sector have taken - demonstrating Japfa’s dedication to science-based, accountable, and forward-looking sustainability practices.

Social Life Cycle Assessment

In 2021, Japfa partnered with the United Nations Environment Programme (UNEP) to conduct a Social Life Cycle Assessment (SLCA) in Indonesia, a pioneering initiative that goes beyond environmental metrics to evaluate how our operations impact people and communities. This study provided a deeper understanding of social dimensions across our value chain, helping us identify both risks and opportunities to generate positive outcomes for those who work with and alongside us.

The insights from the SLCA have been a catalyst for meaningful change. They have strengthened working conditions, addressed risks related to use of child labour by contract farmers, and reinforced health and safety standards. Equally important, the findings serve as guidance to refine our training programmes for contract farmers, ensuring that farmers receive the knowledge, skills, and tools needed to improve productivity, and secure better livelihoods for their families. (GRI 408-1)

By combining best practices with hands-on support, Japfa helps farmers overcome daily challenges while fostering long-term resilience. Empowerment remains central to our approach. Today, digital tools and mobile platforms enable users to monitor their activities, connect with Japfa teams, and adopt sustainable farming practices. These collective efforts are more than regulatory compliance – they embody a culture of partnership, shared progress and inclusive growth.

By taking this proactive, social-impact approach - one that few corporates in our sector have undertaken - Japfa demonstrates its unwavering commitment to ESG leadership, advancing sustainability that truly benefits people, communities, and the broader value chain.

Sustainability-Linked Loan and Sustainability Initiatives

In 2025, Japfa secured an additional SLL of USD 150 million, facilitated by DBS Bank and Rabobank, reinforcing the Group’s commitment to embedding ESG principles across the agri-food sector. This financing facility is tied to Key Performance Indicators (KPIs) that include reducing water consumption through recycling, advancing the transition to clean energy via the Zero Coal initiative, and improving children’s nutritional access through the Japfa for Kids Programme.

By incorporating a social indicator for the first time, this SLL reflects Japfa’s holistic approach of integrating both environmental and social responsibilities to strengthen sustainable food security across Asia.

Key Sustainability Performance Targets (SPTs) for our latest green financing:

- 1

Water Reuse & Recycling Facilities

Expanding water recycling systems through the installation of new water reuse infrastructure across multiple operational sites. Strengthening wastewater management and promoting circular water use to enhance efficiency and environmental sustainability.
- 2

Zero Coal Commitment

Transitioning from coal to alternative energy sources, including biomass and natural gas, supporting Japfa’s long-term decarbonisation journey. Improving energy efficiency and reducing carbon emissions through the adoption of cleaner, alternative energy sources across operational sites.
- 3

Japfa for Kids (Social KPI)

Introducing Japfa’s first social impact target under sustainability-linked financing, focused on child development and education. Scaling up the Japfa for Kids programme to reach more communities, reinforcing our commitment to social sustainability, nutrition, and education.

Through this proactive financing approach, Japfa not only secures access to sustainable capital but also reinforces its position as a resilient, future-ready organisation. By linking financial performance to measurable environmental and social outcomes, we ensure that our resources are directed where they matter most - driving impact for the planet, our communities, and the generations to come.

Sustainability-Related Investment Guideline

Japfa’s Sustainability-Related Investment Guideline serves as a strategic framework for embedding ESG considerations into capital planning and investment decisions. It ensures that resources are channelled toward projects aligned with our Sustainability Pillars, reinforcing our commitment to a responsible and future-focused business model. The Guideline provides a structured approach to assess, prioritise, and allocate capital to initiatives that meet rigorous sustainability criteria. By benchmarking projects against global best practices and standards, Japfa ensures that every investment delivers measurable impact while maintaining transparency, accountability and strategic alignment.

Capital Commitment (CapCom) System

In 2024, Japfa further strengthened its capital governance through the enhanced CapCom System, designed to improve planning, monitoring, and reporting of sustainability initiatives embedded within future capital commitments. Under this system, initiatives are categorised according to the Japfa Sustainability Pillars, ensuring consistent oversight and alignment between capital allocation and sustainability priorities. By linking direct decisions directly to sustainable objectives, Japfa empowers Finance teams to play a pivotal role in driving responsible growth, operational efficiency, and long-term value creation – demonstrating that strategic capital allocation is a key lever for ESG impact.

Metrics and Targets

(TCFD-Metrics-a, TCFD-Metrics-b, TCFD-Metrics-c)



Japfa’s sustainability journey reflects a steadfast commitment to embedding sustainability principles across every aspect of our business. What began as a foundational aspiration has grown into a core driver of how we operate-shaping daily actions, informing strategic decisions and guiding long-term growth. Sustainability is no longer a standalone initiative; it is a mindset woven into the very fabric of our organisation.

This commitment underpins the development of clear metrics and ambitious targets, providing a structured framework to measure and evaluate our sustainability performance. By linking governance, strategy, and performance measurement, these benchmarks reinforce accountability, transparency, and continuous improvement. They ensure that our ESG initiatives are actionable, measurable, and aligned with stakeholder expectations as well as global sustainability standards.

Through robust governance and disciplined target-setting, Japfa not only monitors progress but also drives meaningful ESG development and progression across the group. These efforts allow us to identify gaps, implement corrective measures, and continuously enhance the impact of our environmental and social initiatives - turning ambition into tangible, long-term value for our business, the people, and the planet.

Sustainability Targets

(TCFD-Metrics-c)

Since 2022, Japfa has implemented measurable, time-bound sustainability targets to address emerging environmental and social challenges while capturing new opportunities across our operations.

Developed collaboratively by senior management and business units, these targets reflect our shared commitment to driving meaningful change through data-driven and focused strategies and transparent monitoring. Together, the Pillars keep us accountable to our vision of sustainable progress.



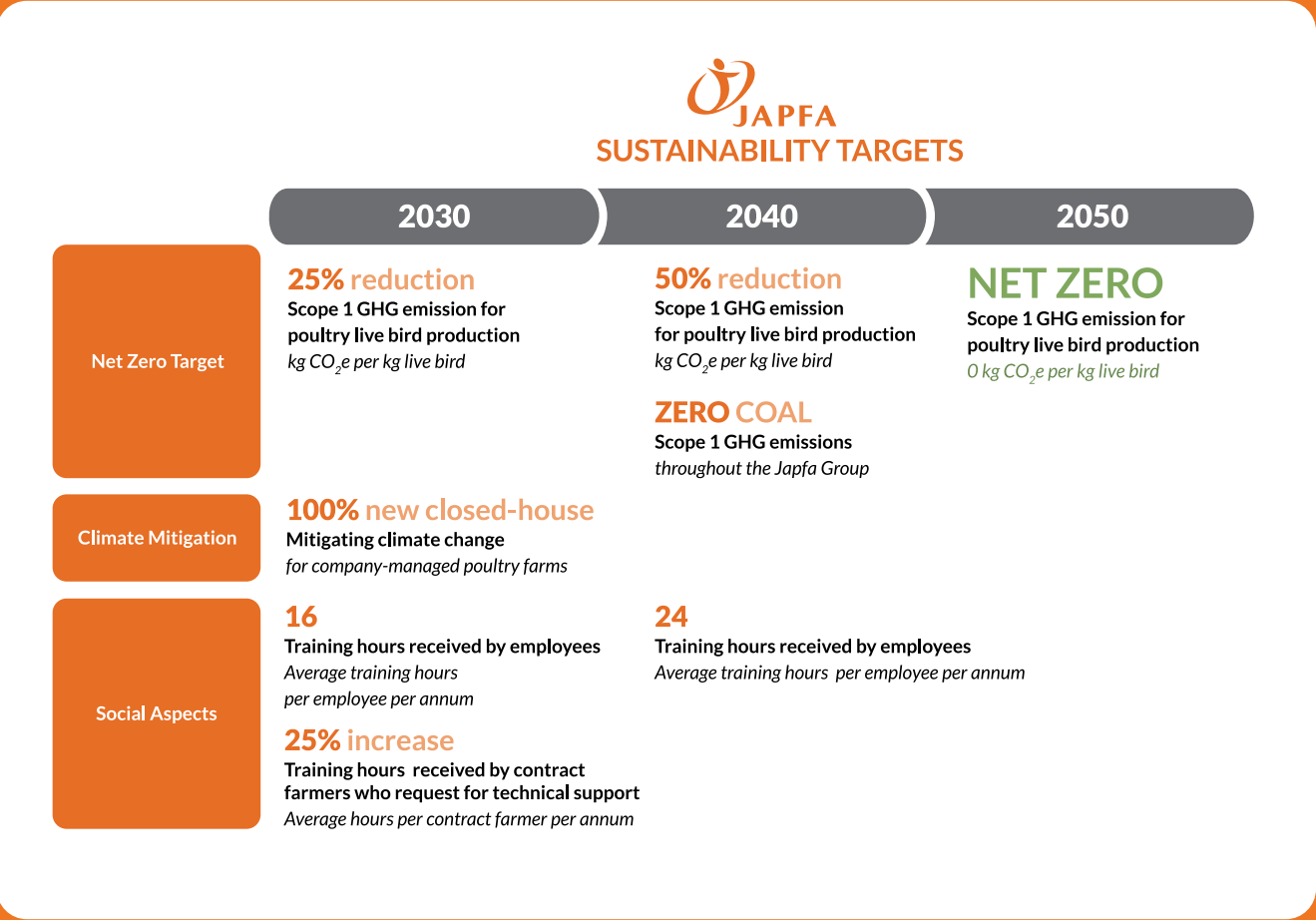
Environmental Goals:

We prioritise emission reduction and climate risk mitigation including water circularity, as part of our contribution to a net-zero future. Using year 2022 as a baseline, Japfa established a Scope 1 emissions target calculated per kilogram of live bird produced, supported by robust, science-based LCA data. This approach provides a strong foundation for minimising our environmental footprint, enhancing climate resilience, and advancing the sustainability of global food systems.



Social Goals:

We empower employees and contract farmers through targeted training programmes that equip them with the knowledge and skills necessary to adopt sustainable practices. By fostering responsible decision-making, improving productivity, and promoting well-being across our value chain, we create tangible social impact - enhancing livelihoods and contributing to the betterment of communities. Through these carefully defined environmental and social targets, Japfa demonstrates that sustainability is not just an aspiration but a measurable commitment to protecting the planet, advancing human prosperity, and building a resilient, responsible food system for the generations to come.



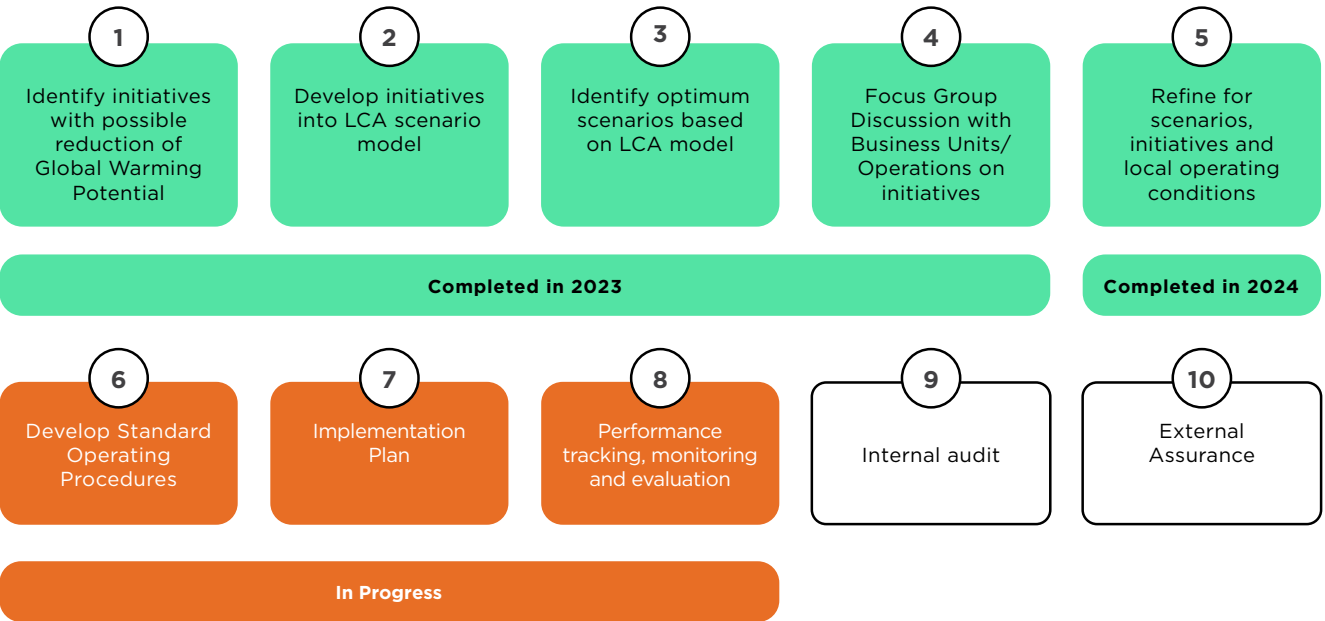
In alignment with established targets, Japfa recorded the following achievements in 2025:

- ✓ We are proud to have achieved our 2030 employee training target ahead of schedule, reaching an average of 17.3 training hours per employee annually. This milestone was driven, in part, by the implementation of Journex, our centralised learning management system. Previously, tracking and consolidating training sessions across various business units posed a corporate challenge due to the use of disparate platforms. Through Journex, we successfully integrated online training delivery, robust progress monitoring, and systematic data recording, ensuring every learning initiative is effectively captured and optimised across the Group.
- ✓ In 2025, 100% of the new poultry facilities constructed by the Company implemented a closed-house system.
- ✓ For tracking of training for contract farmers, we are trialling alternative tracking systems to enhance data precision and ensure the metrics closely reflect actual on-the-ground conditions.

Roadmap to Our Action Plans

(TCFD-Metrics-a)

Action Plans Implementation Diagram



Japfa’s sustainability journey is guided by a clear and actionable roadmap, designed to translate ambitious targets into measurable outcomes. This roadmap reflects our commitment to precision, accountability, and collaboration, ensuring that every initiative contributes tangibly to our environmental, social, and governance objectives. To drive effective execution, dedicated personnel oversee each initiative, monitoring progress, managing operational details, and maintaining quality control.

This structured oversight fosters continuous improvement while enhancing transparency through regular updates in our sustainability reporting. The results-oriented framework encourages collaboration across departments and with stakeholders, turning strategic objectives into tangible outcomes. Focus group discussions involving management and operational teams play a key role in this process, helping to identify tailored initiatives that align with Japfa’s Sustainability Pillars and convert them into practical, implementable action plans.

Japfa Sustainability Initiative Awards (JSIA)

90+

Proposals Submitted

12

Finalists

4

Winners

Japfa believes that the most effective and impactful solutions often emerge from within. By empowering employees, we cultivate a culture where sustainability is a shared responsibility across all divisions - not as a top-down directive, but as a collective effort. To further embed this mindset, we established JSIA, inspiring employees to view challenges as opportunities for positive change.

The JSIA event guides participants from idea generation to project implementation. It begins with the submission of abstracts, followed by a shortlisting process to identify the most promising concepts. Selected teams participated in a series of sustainability workshops, receiving mentorship and technical guidance to refine their ideas into well-structured, feasible project proposals.

In the final stage, participants present their projects through exhibitions and oral presentations before a jury panel of Japfa senior management. This process not only evaluates the technical soundness of proposals but also assess the clarity and conviction with which teams articulate their sustainability impact.

The proposals cover a diverse range of innovative ideas – from energy and water optimisation strategies to initiatives aimed at reducing waste and enhancing resource efficiency. Each idea is evaluated based on innovation, feasibility, scalability, and alignment with Japfa’s sustainability roadmap, ensuring that promising concepts can evolve into practical solutions that deliver measurable ESG impact.

Through this structured, participatory, and results-driven approach, Japfa systematically transforms ideas into action, advancing a more sustainable and resilient business, positioning the group for long-term success.



Finalists in the Japfa Sustainability Initiatives Awards.



3

ABOUT OUR SUSTAINABILITY REPORT

Our ninth standalone Sustainability Report covers the period 1 January to 31 December 2025 and has been prepared in accordance with recognised sustainability reporting frameworks, including the Global Reporting Initiative (GRI) and the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD). These frameworks guide our approach to transparent, accurate, and stakeholder-focused reporting.

At Japfa, sustainability is not a separate agenda - it is a guiding principle on how we operate and create long-term value. We recognise the significant environmental, social, and economic impacts of our business and continue to strengthen our approach to addressing the sustainability challenges inherent in our industry. This report reflects our commitment to environmental stewardship, social responsibility, sound governance, and the progress achieved across our environmental, social, governance, and economic (ESG) priorities during the year.

Published in July 2026, this report aligns with our financial year and outlines our sustainability strategies, initiatives, and performance for the reporting period from 1 January to 31 December 2025. In support of our environmental commitments, the report is primarily distributed through digital channels, with additional information available on our corporate website, reducing reliance on printed materials while improving accessibility for stakeholders. (GRI 2-3)

This report has been developed through engagement with a broad range of stakeholders, whose insights and expectations help shape our sustainability journey. Their perspectives are integral to ensuring transparency, accountability, and continued relevance to the communities and markets we serve. Prepared in accordance with the Global Reporting Initiative (GRI) principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability, this report upholds the highest standards of ESG disclosure.

The full version of this report is available for download on our website. We value open dialogue and invite inquiries, feedback, or suggestions, which can be directed to our Head Office through the contact details provided below. (GRI 2-1, 2-3)

Contact Information:

Japfa Pte Ltd
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Ngee Ann City Tower B
Singapore 238874
Tel: +65-6735 0031
Fax: +65-6735 4465
Email: investorcontact@japfa.com
Company Registration Number: 200819599

For more details on Japfa Pte Ltd,
please refer to our website:



<https://www.japfa.com/>

Highlight

Our Sustainability Report is developed in accordance with the GRI 2021 Standards as well as GRI 13: Agriculture Aquaculture and Fishing Sectors 2022.

Engaging Japfa Stakeholders

At Japfa, we recognise that achieving sustainable growth requires more than responsible operations - it demands active collaboration with those who shape, and are shaped by, our business. We therefore cultivate long-term, constructive relationships with a wide range of stakeholders, including suppliers, local communities, customers, financial institutions, and government agencies. Through open dialogue and shared commitment to responsible practices, we ensure that our sustainability journey reflects diverse perspectives and creates lasting value for all. (GRI 2-29)



Farmers

Japfa works closely with our farmer partners through regular visits, phone consultations, focused meetings, and an annual materiality survey. These interactions allow us to provide training on best farming practices, share technical expertise, and collaboratively address operational challenges to enhance productivity and efficiency. We also advocate sustainable agricultural methods to minimise environmental impact and build long-term farm resilience.



Local Communities

We are committed to empowering local communities as part of our corporate social responsibility. In partnership with local governments and community leaders, we design and implement programmes that deliver measurable social and environmental impact. Our initiatives are informed by upfront assessments to ensure they are well-targeted and deliver meaningful impact. We sustain this relevance and effectiveness through ongoing engagement - via structured forums and ad hoc meetings - building shared ownership of outcomes.



Employees

Our employees are at the heart of Japfa's success. We prioritise their well-being by offering competitive compensation, comprehensive benefits, and clear opportunities for personal and professional growth. Regular communication, structured training, and wellness programmes reinforce a culture of care and inclusivity. Company-wide updates are shared through internal platforms such as townhalls, Japfa Link, Berkas Magazine, and the Japfa Newsletter, promoting transparency and collaboration across all levels.



Associations

Japfa actively engages with industry associations that align with our operations. Through quarterly and ad hoc engagements, we contribute to discussions on emerging trends, regulatory developments, and sustainability issues shaping the agrifood sector. By sharing our insights and collaborating with peers, we help advance responsible industry standards and foster collective progress.



Investors

Maintaining open and transparent communication with our investors is a key element of good governance. PT Japfa Tbk hosts annual general meetings, supplemented by ad hoc discussions when necessary. These engagements ensure that our investors remain fully informed of our performance, strategy, and sustainability progress, reinforcing confidence and accountability.



Distributors

We work hand-in-hand with our distributors to monitor product performance and optimise delivery channels. Through continuous collaboration and feedback, we ensure that our food products reach customers safely, efficiently, and in alignment with Japfa’s high standards of quality and integrity.



Government

Japfa complies with applicable regulations and requirements across the regions where we operate. We engage regularly with government bodies - typically on a semi-annual basis, or more frequently when needed - through both formal and ad hoc dialogues.

Our partnerships with authorities focus on advancing key national and regional priorities, including:

- Food safety collaboration
- One Health initiatives addressing antibiotic resistance
- Sustainable livestock & aquaculture development
- Food safety assurance standards
- NKV and cold chain implementation
- Residue and antibiotic resistance monitoring

These engagements help shape policies and practices that safeguard public health, promote sustainable agriculture, and strengthen national food security.



Suppliers

We maintain strong partnerships with our local and international to ensure a consistent supply of high-quality raw materials. Regular communication and monitoring reinforce our commitment to quality, safety, and traceability. Our Supplier Code of Conduct sets clear expectations for responsible and sustainable practices, including ethical sourcing and environmental stewardship. By promoting responsible production, we contribute to reducing Scope 3 emissions and advancing sustainability across our entire value chain. (GRI 2-6, 2-23)



Bankers

We maintain transparent and proactive engagement with financial institutions through quarterly updates and in-person meetings, complemented by ad hoc discussions as needed. These interactions allow us to share operational and sustainability performance insights, reinforcing trust and alignment with our financing partners.



Customers

Customer trust is central to our business. We maintain open and responsive communication through structured surveys, feedback channels on our website, and customer hotlines. Insights gathered from these interactions help us continuously improve product quality, strengthen service excellence, and better meet evolving consumer expectations. (GRI 2-25)



Universities

Japfa partners with leading academic institutions across Indonesia, Vietnam and India to foster innovation and talent development. Through internships, research collaboration, and teaching farms, we support the next generation of agri-professionals while advancing sustainable agricultural and animal protein production in Emerging Asia.





Inside our closed-house poultry farming facility.

Japfa in Data

This Sustainability Report has been thoughtfully developed to reflect Japfa’s core business activities and their contributions to sustainable development. It focuses on our three key operational areas - poultry, aquaculture, and swine - where we continue to advance responsible production, environmental stewardship, and community well-being.

Report Coverage (GRI 2-2)



Financial Data

This report includes consolidated and audited financial data for the Japfa Group for the financial year ending 31 December 2025, providing a transparent view of our business performance in alignment with our sustainability objectives.



Employee-Related Quantitative Data

Employee-related data covers all Japfa operations, including our Singapore Head Office, PT Japfa Tbk, Japfa Vietnam, Japfa India, Japfa Myanmar, and Japfa Bangladesh.

This comprehensive coverage ensures that our disclosures accurately reflect the diversity and scale of our workforce across emerging Asia.



Environmental Data

Environmental data reporting covers both offices and nearly all operational facilities across the Group operations in Indonesia, Vietnam, Myanmar, India, and Bangladesh. The Singapore Head Office is also included within this boundary to capture our full environmental footprint.

We continue to strengthen the integrity of our ESG reporting through the Japfa Sustainability Reporting System (JSRS) and Japfa Sustainalitics, our proprietary digital platforms for data collection, verification, and analysis. These systems enhance the accuracy, transparency, and traceability of our environmental data, enabling us to monitor progress effectively and uphold responsible, data-driven sustainability practices across our operations.

Reporting Standards

Japfa Pte Ltd has prepared this report in accordance with the Global Reporting Initiative (GRI) Standards for the reporting period 1 January 2025 to 31 December 2025. This report also aligns with the GRI Sector Standards for Agriculture, Aquaculture, and Fishing, reflecting the nature of our core business activities and their broader environmental and social impacts. In addition, we continue to integrate the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, ensuring transparency in how we assess, manage, and respond to climate-related risks and opportunities. This approach reinforces our alignment with evolving global ESG reporting frameworks and regulatory expectations. While sustainability data undergoes rigorous internal review and verification, Japfa plans to obtain independent external assurance in the future to further strengthen the credibility, consistency, and reliability of our ESG disclosures. (GRI 2-5)

Material Topics

Approach to Defining Material Topics

At Japfa, identifying what matters most is fundamental to ensuring our sustainability strategy remains relevant, impactful, and aligned with both stakeholder expectations and business priorities. Each year, we conduct a comprehensive double materiality assessment to determine the environmental, social, and governance (ESG) topics that are most significant to our stakeholders and to the long-term success of our business.

This process includes distributing materiality surveys to a diverse range of internal and external stakeholders to capture multiple perspectives. Insights are further informed by internal reviews, external research, and assessments of our operational, environmental, and social risks.

Our methodology integrates findings from:

- ✓ Risk assessments across business units
- ✓ Life Cycle Assessments (LCA) for poultry operations in Indonesia and swine operations in Vietnam
- ✓ Social Life Cycle Assessment (S-LCA)
- ✓ Climate scenario analysis conducted in Indonesia

These tools help us assess our environmental and social impacts comprehensively across the value chain. As part of our continuous improvement, we have expanded the LCA framework to include poultry operations in Vietnam, India, Myanmar, and Bangladesh, as well as aquaculture operations in Indonesia.

The process consolidates a wide range of viewpoints to identify the topics most material to our stakeholders. Each topic is then mapped to the relevant Global Reporting Initiative (GRI) Standard, Sustainable Development Goals (SDGs), and validated by the Sustainability Committee, ensuring alignment with Japfa’s strategic priorities and values. (GRI 3-1)

Our Materiality Process



Quantitative and Qualitative Data Collection

To ensure both depth and accuracy, we use multiple channels to capture stakeholder feedback:

- Structured materiality surveys and focus group discussions (FGDs) with internal and external stakeholders
- Interviews and consultations with business partners, investors, and community representatives
- Integration of LCA findings to identify environmental and social impact hotspots

Results Analysis

All data and insights are reviewed collaboratively by Japfa’s internal teams - including finance, operations, and sustainability - together with an external sustainability consultant. The analysis helps identify the Top 10 Material Topics based on relevance, impact, and alignment with Japfa’s ESG priorities.

Validation and Approval

The final list of material topics is validated and endorsed by the Sustainability Committee and the Board of Directors (BOD) to ensure alignment with Japfa’s corporate strategy and sustainability roadmap. (GRI 2-14, 3-1)

Materiality Matrix

The Materiality Matrix visually illustrates the relative importance of each topic, mapping:

- Impact on External Stakeholders (Y-axis)
- Impact on Environmental, Economic, and Social Performance (X-axis)

This matrix guides our prioritisation of ESG initiatives and resource allocation.

Material Topics & Category in 2025 (GRI 3-2)

In 2025, we successfully increased the number of survey respondents to better reflect our materiality topics. We gathered feedback from 858 stakeholders, marking a significant growth of 149% from 345 in the previous year. Based on the results of the 2025 materiality assessment, we have summarised the top 10 material topics according to their level of priority. Our 2025 materiality assessment identified Food Security as the top priority, reflecting our ongoing focus on providing nutritious and affordable protein for communities. Governance remains the second-highest priority, highlighting the importance we place on maintaining strong business ethics and integrity to support stakeholder trust. Compared to 2024, there is a slight shift in priorities. While Governance was the leading topic last year, this change reflects a continued emphasis on our core role as a protein provider, supported by a solid governance foundation.

	Topic	Category
1	Providing nutritious and affordable food for communities and consumers	Food Security
2	Upholding ethical business conduct, transparency, and respect for human rights through a conducive, values-based workplace	Governance
3	Building long-term, positive relationships with stakeholders and value chain partners	Stakeholder Engagement
4	Providing employee training and development, including animal welfare and sustainability programmes	Employment
5	Managing wastewater and waste responsibly to ensure environmental protection	Waste and Effluent
6	Ensuring employee health and safety through a comprehensive OHS management system (ISO 45001), training, and active OHS Committees	Occupational Health & Safety
7	Providing fair remuneration, benefits, and welfare programmes	Employment
8	Promoting equal opportunities, inclusivity, and gender equality across all operations	Gender Equality
9	Enhancing the livelihoods of contract farmers	Community
10	Partnering with reliable, traceable, and responsible suppliers, business partners, and contract farmers	Sustainable Supply Chain

Materiality Matrix

This materiality matrix frames the priority discussions found throughout the following sections. For every material topic, we present a comprehensive management strategy alongside Japfa’s specific commitments and our 2025 initiatives to drive positive change. We also examine our methods for measuring effectiveness and highlight the collaborative influence of our stakeholders on our sustainability trajectory.





4

IMPROVING NUTRITION

Japfa plays a critical role in addressing persistent global hunger by strengthening access to safe, nutritious, and affordable animal protein in Emerging Asia.

Our Approach



Providing Nutritious and Affordable Food for Communities

Japfa operates across diverse markets in Emerging Asia, leveraging its vertically integrated model and multi-channel distribution network to ensure communities have consistent access to safe, high-quality, and affordable animal protein.



Food Safety and Traceability

Japfa maintains strong food safety and traceability standards by using high-quality inputs and responsible farming practices, building a transparent supply chain that supports safe and quality staple animal proteins across Emerging Asia.



Every Child Deserves to Thrive: Japfa for Kids Nourishing Tomorrow

Malnutrition remains a critical global challenge, and through Japfa for Kids, we help address it by improving children's nutrition and building long-term healthy habits in collaboration with schools, communities, and government partners.

Japfa for Kids Nourishing Tomorrow

Since its inception in 2008 through 2025, JfK has reached



201,056

Students



1,214

Schools



105

Cities/Regencies



Providing Nutritious and Affordable Food for Communities

Why It Matters

Economist Impact’s inaugural Resilient Food Systems Index (RFSI) provides a comprehensive assessment of how effectively national food systems withstand and adapt to stress, building on established benchmarks such as the Global Food Security Index (GFSI) and the Food Sustainability Index (FSI). Across the markets where Japfa operates, all countries score below 70 out of 100 and rank 29th or lower out of 60. This highlights significant opportunities to strengthen food security, particularly by improving access to affordable, nutritious food.

Japfa’s operational footprint is therefore strategically aligned with regions where its capabilities can deliver meaningful impact in addressing food system gaps. In Indonesia, for example, while public support programmes help low-income households access essential nutrition, challenges remain. Japfa complements these efforts by contributing to improved nutrition and stronger community resilience through targeted initiatives, including Japfa for Kids, the 2 Eggs/Day programme, and Japfa Day activities. Through these efforts, the Company supports the development of more resilient and inclusive food systems in the communities it serves.

Our Actions

Building Resilience in Emerging Asia to Strengthen Food Security

Japfa’s multi-channel presence - traditional wet markets, modern retail, Hotel, Restaurant, and Catering (HORECA), and e-commerce - across Indonesia, Vietnam, Myanmar, India, and Bangladesh demonstrates our commitment to deliver safe, staple proteins. (GRI 2-6)

By serving diverse market formats and customer segments, we keep nutritious, reliable, and affordable products accessible wherever consumers buy food. Beyond regional markets, Japfa exports poultry products, such as animal feed and hatching eggs, to various regions in Asia and Africa. This global footprint is complemented by our aquaculture operations, which export high-quality products to Asia, the Americas, and Europe, reflecting our adherence to stringent international food safety and quality standards. These exports not only demonstrate the trust placed in Japfa’s products but also enhance our global reputation as a reliable and responsible food producer from Emerging Asia.

¹ Economist Impact, Resilient Food Systems Index

Promoting Healthy Lifestyles Through Athlete Partnership

In 2025, Japfa Food welcomed rising Indonesian tennis player Janice Tjen as its Brand Ambassador, reinforcing the Company’s commitment to promoting balanced nutrition, active lifestyles, and overall well-being. The partnership reflects Japfa’s broader contribution to advancing nutrition awareness and encouraging healthier lifestyle choices within the communities it serves.

Through this collaboration, Janice shared insights on the importance of proper nutrition in supporting physical performance and overall health, while participating in public engagement and campaign activities. The partnership highlights shared values of discipline, resilience, and continuous improvement, while strengthening Japfa’s role in promoting healthy living through quality nutrition.



Japfa’s Industrialised Path to Food Security and Eco-Innovation

As a leading animal protein producer, Japfa combines broad market access with a dependable, vertically integrated supply chain. This integration - from feed and breeding to processing and distribution - ensures a stable supply of quality protein, supports price stability, and bolsters food system resilience across the region. Our industrialised, innovation-driven approach embeds sustainability into every stage of production. By embracing advanced technologies, we enhance resource efficiency, reduce waste and emissions, and uphold our commitment to environmental stewardship. Through these efforts, Japfa delivers nutritious, affordable food efficiently and responsibly - supporting the health, well-being, and livelihoods of millions. In doing so, we are not only ensuring food security but also driving the evolution of a more sustainable, inclusive, and resilient food ecosystem for Emerging Asia.

Food Safety and Traceability

Why It Matters

At Japfa, our commitment to food safety and sustainability begins within. We uphold the highest standards across our operations by using only high-quality, fit-for-purpose raw materials in our animal feed to promote optimal livestock health and nutrition. Our farms adopt best farming practices that emphasise animal welfare, strong biosecurity, and environmental responsibility. Throughout the production cycle, we focus on efficient resource use, optimising feed conversion, water, and energy efficiency to minimise waste and reduce our environmental footprint.

This culture of integrity and operational excellence extends beyond our own operations to our suppliers and business partners. Through our Supplier Code of Conduct (CoC), we require suppliers to uphold stringent ethical, legal, food safety, traceability, and environmental standards across the supply chain. The CoC prohibits child labour, discourages the use of unlawful or unsustainable raw materials, and promotes responsible sourcing practices that support product quality, transparency, and consumer trust.

To strengthen supply chain integrity, Japfa conducts ongoing monitoring, assessments, and engagement with suppliers to encourage continuous improvement and alignment with our standards. By embedding responsible sourcing, food safety, and traceability practices throughout our value chain, we strengthen supply chain resilience and reinforce our commitment to delivering safe, high-quality products while supporting sustainable growth across Emerging Asia.

In 2025, Japfa maintained strong product quality and food safety standards across its poultry and aquaculture operations, with no significant product recalls, sales bans, or distribution restrictions recorded during the reporting period. We also continued to comply with applicable regulations relating to the health and safety impacts of our products, including marketing and labelling requirements.

Customer Satisfaction Index results in Indonesia also reflected positive trends, supporting Japfa’s ongoing efforts to maintain product quality, strengthen food safety and traceability practices, and build customer trust. (GRI 13, 416-1, 416-2, 417-1, 417-2, 417-3)

Our
Actions

1. Supplier Code of Conduct: Ensuring Responsible, Ethical Sourcing

As of 2025, the majority of Japfa’s suppliers have signed this CoC, and we continue to socialise the code across our supplier network. This CoC incorporates stringent provisions for corrective measures or sanctions to ensure full compliance with the Company’s standards. (GRI 2-23, 407-1, 408-1, 409-1)

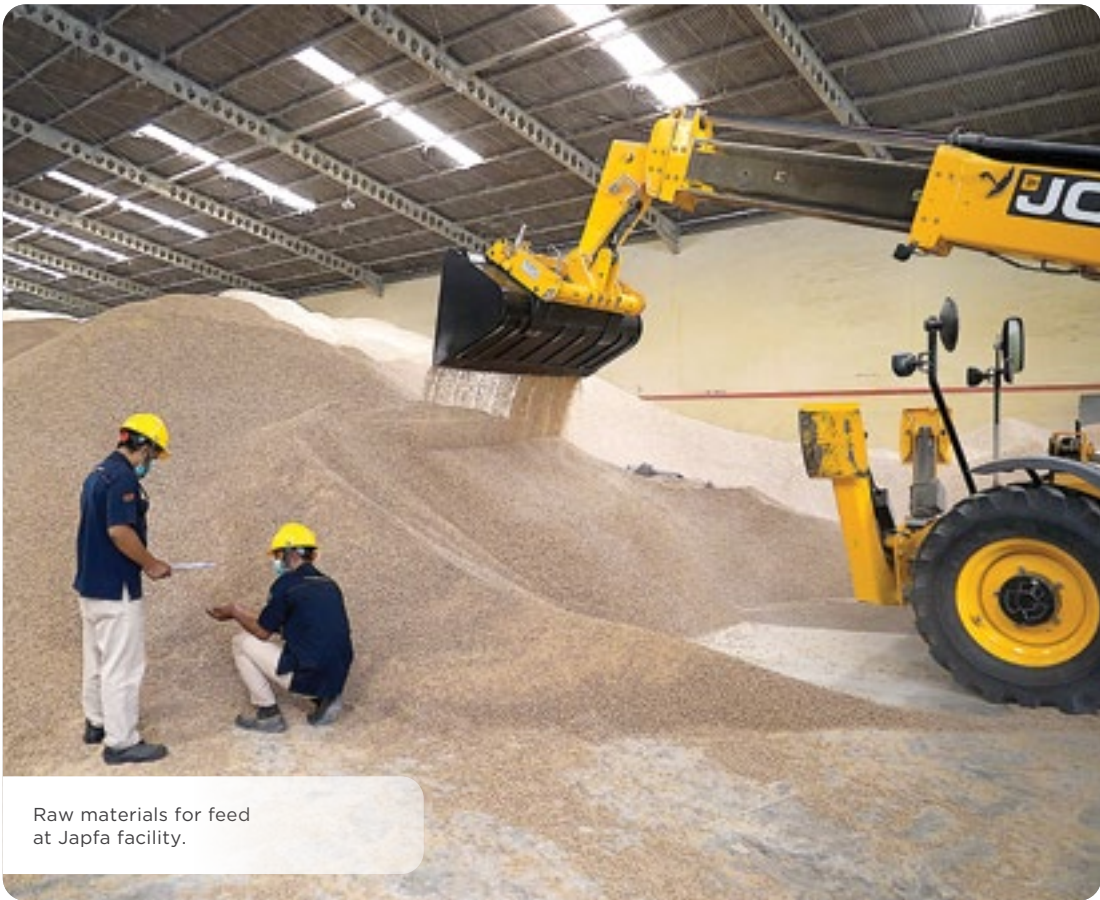
In 2025, we further strengthened our procurement processes to enhance supplier awareness of sustainability practices, specifically regarding the sourcing of deforestation-free raw materials. While the types and scopes of these certifications vary, the majority of our supplier partners already hold relevant credentials that align with our core principles of environmentally responsible procurement.

Through this structured approach, Japfa continues to build a transparent, accountable, and sustainable supply chain based on shared values of integrity and responsibility. (GRI 13.23.1, 2-24)

Details regarding Japfa Supplier Code of Conduct can be found in



<https://www.japfa.com/sustainability/supplier-code-of-conduct>



Raw materials for feed at Japfa facility.

2. Traceable Production Systems: Digital Assurance Across the Value Chain

Japfa continues to advance traceability across all operations using digital tracking technologies that ensure accuracy, transparency, and quality assurance.

- **In Vietnam**, a barcode system within feed mills guarantees precise formulation ratios, reducing production errors.
- **In Myanmar**, QR codes on Day-Old Chicks cartons enable customers to instantly verify PS farm origins and hatching dates, improving trust and product credibility.
- **In India**, a barcode system is being introduced to ensure complete backend traceability, linking each production batch to its origin.

These technologies enhance visibility throughout the value chain - enabling faster issue resolution, reinforcing product integrity, and providing consumers with confidence in a transparent and secure food supply system.



3. Talk to Us, Anytime, Anywhere: Customer Engagement for Continuous Improvement



Transparency extends beyond production to how we listen and respond. Japfa maintains multiple communication channels, hotlines, live chat, and feedback forms - to ensure customers can reach us easily. Every inquiry is systematically logged, tracked, and resolved, with periodic reports generated to evaluate performance. (GRI 2-25)

Supported by clear SOPs and training led by our marketing team, both internal and third-party agents handle customer feedback efficiently and empathetically. Most cases are resolved within hours, ensuring no concern goes unanswered. This proactive approach strengthens consumer trust, fosters brand loyalty, and provides valuable insights for continuous product and service improvement. (GRI 2-23, 2-24)

4. Labels that Speak Clearly: Empowering Informed Choices

Japfa’s labelling practices are guided by transparency and consumer empowerment. Each label provides clear, accurate information - including nutritional values, preparation instructions, and shelf life - helping consumers make informed dietary decisions. This openness reinforces traceability and confidence, ensuring that every Japfa product reflects our commitment to quality, safety, and integrity. (GRI 417-1)



5. No Compromise on Safety: Rigorous Testing and Global Standards



Japfa maintains a comprehensive food safety system combining internal laboratory tests, external audits, and certification reviews. Discrepancies are addressed promptly through corrective actions and continuous improvement measures. We adhere to nationally and globally recognised standards such as Good Farming Practices, Best Aquaculture Practices (BAP), Food Safety System Certification (FSSC).

Our internal laboratory in Pemalang, established by the poultry processing unit, enhances quality control through PCR technology for Salmonella detection. This allows for faster and more precise daily monitoring, ensuring greater food safety assurance. Ongoing training for quality managers and supervisors ensures operational excellence and alignment with international best practices - underscoring Japfa’s commitment to delivering food that is safe, traceable, and trusted. (GRI 416-1)

Sustainable Trade Through AEO Certification

In 2025, Japfa Aquaculture, through PT Suri Tani Pemuka (STP), achieved Authorised Economic Operator (AEO) certification from Indonesia’s Directorate General of Customs and Excise (DJBC), marking a significant milestone in strengthening secure, transparent, and responsible global trade. Aligned with the World Customs Organization (WCO) SAFE Framework, the certification recognises high standards of customs compliance, supply chain security, and logistics integrity.

Beyond trade facilitation and enhanced competitiveness, AEO certification reinforces Japfa’s commitment to food safety by enabling greater end-to-end traceability across the supply chain. Strengthened controls and more efficient clearance processes help preserve the quality and safety of raw materials and finished products, reduce handling risks, and ensure adherence to biosecurity and animal welfare standards.

By integrating robust trade practices with operational excellence, Japfa supports the safe and reliable delivery of nutritious food products to global markets - reflecting its commitment to responsible, transparent, and sustainable food systems.



Japfa Aquaculture awarded Authorized Economic Operator (AEO) certification.

Every Child Deserves to Thrive: Japfa for Kids

Why It Matters

Malnutrition in Children*

Key findings of
the 2025 edition



Stunting

Stunting affected an estimated 23.2 per cent or 150.2 million children under 5 globally in 2024.



Wasting

In 2024, wasting threatened the lives of an estimated 6.6 per cent or 42.8 million children under 5 globally.



Overweight

An estimated 5.5 per cent or 35.5 million children under 5 around the world were living with overweight in 2024.

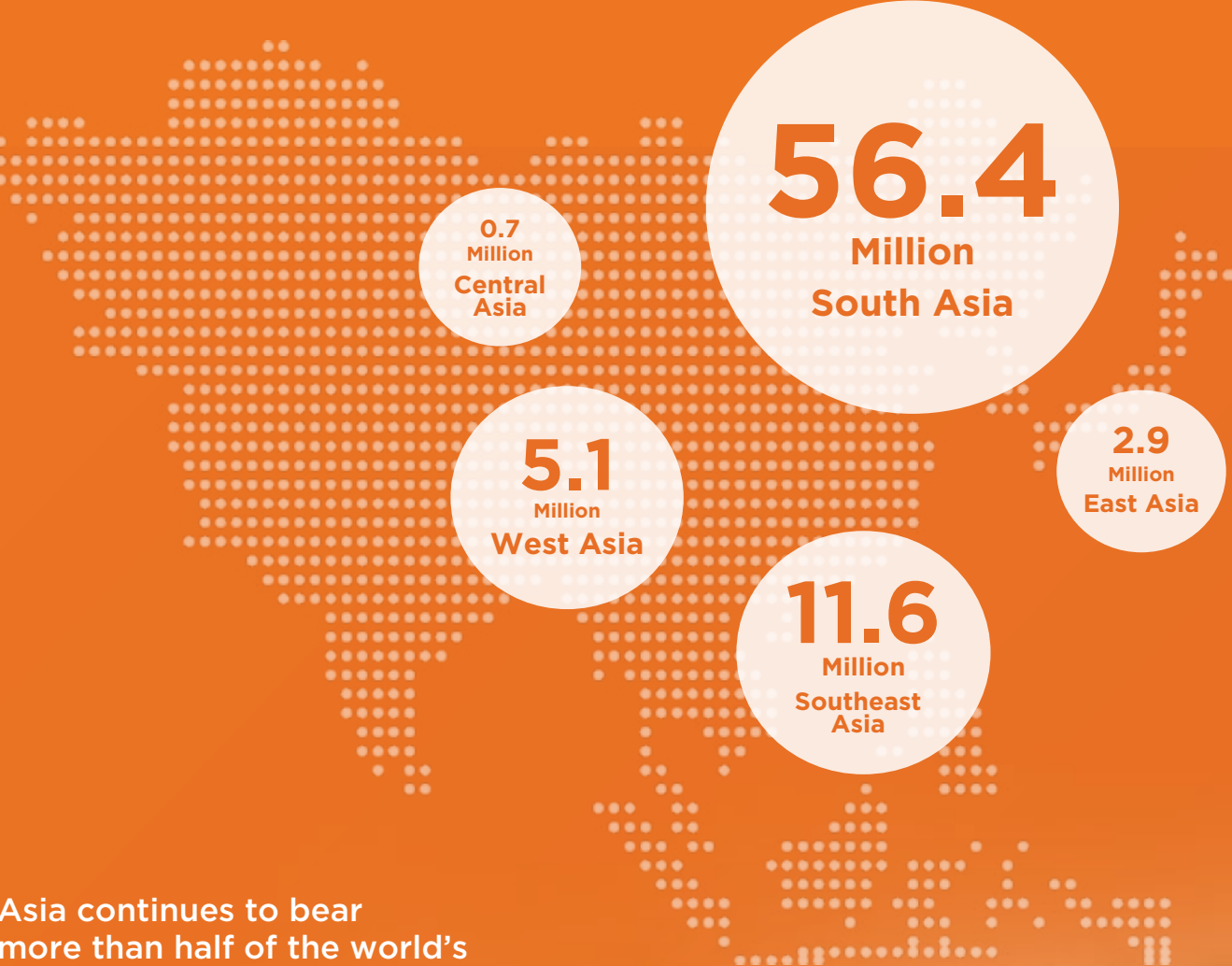
Stunting
150.2
Million

Wasting
42.8
Million

Overweight
35.5
Million

*UNICEF / WHO / World Bank Group
Joint Child Malnutrition Estimates

Malnutrition remains one of the world’s most pressing and heartbreaking health challenges. These figures are not just statistics - they are a call to action to ensure every child has the opportunity to live a healthy life.



Asia continues to bear more than half of the world’s stunted children, revealing deep inequalities in access to safe, nutritious, and affordable food.





Through Japfa for Kids (JfK), we transform that call into action. The programme embodies our belief that nourishing children is the foundation of building resilient communities. By strengthening collaboration between governments, communities, and the private sector, we deliver more than just nutrition - it cultivates knowledge, awareness, and long-term behavioural change. Focusing on elementary school children, we address malnutrition at a formative stage when proper nutrition and healthy habits can shape stronger bodies and brighter futures. (GRI 203-1, 203-2, 413-1)

In 2025, we strengthened our nutritional programmes by extending the egg distribution period from three to six months (July–December) following an in-depth review. To drive effectiveness, we implemented mobile applications and dashboards to monitor the progress of malnourished children more accurately in real time. These digital tools enable us to measure outcomes comprehensively and adapt interventions with greater precision where they are needed most.

At its heart, JfK is a promise - to nourish not just bodies, but dreams. By empowering the next generation with the health and strength they deserve, we move closer to a future where no child is left behind in the fight against malnutrition.

Programme Stages



1

LOCATION SELECTION

- Location selection in collaboration with Japfa Business Unit Team



2

SCHOOL SELECTION

- Distribute scales and stadiometers to schools at selected districts
- Assign schools to independently measure their students
- Schools that submit their assignments are selected as programme beneficiaries



3

PRE PROGRAMME

- Training for teachers in charge regarding healthy diets, programme management, and the use of the application
- Refreshment training for health workers participating in the programme



4

ONBOARDING

- Height and weight (baseline) measurement by community health centres
- Parental consent to participate as programme beneficiaries
- The examinations conducted included checks for anaemia, dental caries, lymphadenitis, and tuberculosis



5

JAPFA HEALTHY DAY

- Weekly activities to support positive behaviour change in students
- Routine exercise, healthy lunchbox day, and education on healthy living habits, including nail hygiene checks and handwashing with soap
- Monthly height and weight measurement to monitor Body Mass Index



6

ONE DAY ONE EGG

- Eggs distribution to undernourished and malnourished students
- Monitoring daily protein intake through their lunchbox monitoring
- Teachers submit consumption reports daily through the application
- Monthly parent meetings to ensure commitment and involvement in the project, and to support behaviour change



7

EXIT STRATEGY

- Impact assessment and final programme evaluation
- Schools independently implement JAPFA Healthy Day and monitor egg distribution
- Dissemination to the local government.
- Endline height and weight measurements conducted by the community health centre.

1 Day 1 Egg: Nurturing Health, Building Futures



Eggs are a simple yet powerful source of protein - affordable, highly nutritious, and essential for children’s growth and development. Through the 1 Day 1 Egg programme, Japfa is committed to giving children the fuel they need to thrive, while also encouraging healthier eating habits and reducing reliance on less nutritious snacks.

In 2025, the programme was extended from three to six months, allowing a longer, more meaningful impact on children’s health. Throughout the six-month programme, children identified with undernutrition or severe undernutrition were provided with one egg daily at school, with parents playing an active role in cooking and preparing these as part of the children’s lunch. From November to December, the daily allocation was increased to two eggs to expedite nutritional recovery.

Furthermore, Japfa facilitators collaborated with parents, teachers, and school canteens to provide healthy snacks twice a week and ensure regular vitamin supplementation. Through these simple yet focused measures, the programme supported steady and sustained improvements in the children’s nutrition. By the conclusion of the JfK 2025 programme, the initiative had successfully lifted 646 out of 1,034 malnourished students to a healthy nutritional status.

This initiative is more than a nutrition programme - it is a testament to the power of collaboration, nurturing a healthier, stronger generation, and laying the foundation for a future where every child has the opportunity to grow, learn, and flourish. (GRI 203-1, 203-2, 413-1)

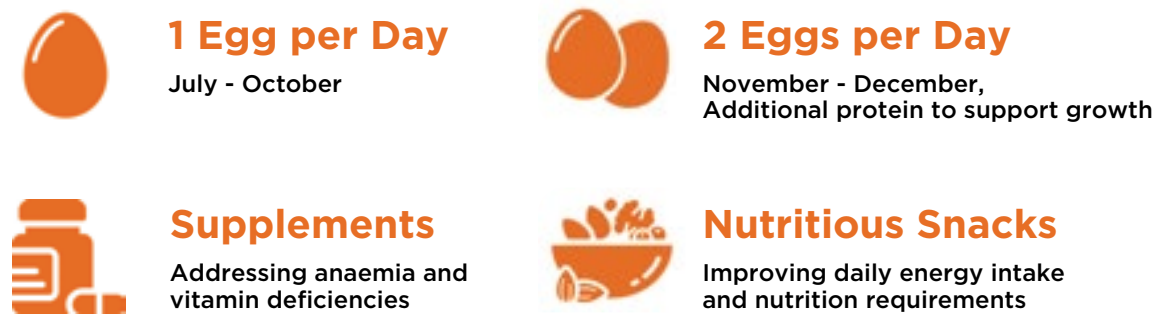
Japfa for Kids Nourishing Tomorrow
Reducing Malnutrition, Strengthening Families

2025 Key Outcomes

Japfa for Kids successfully lifted the nutritional status of 646 out of 1,034 (63%) students this year, marking a milestone in the fight against childhood malnutrition.



Our Efforts





Students in one of the Japfa for Kids assisted schools.

Japfa Healthy Day: Promoting Healthy Habits from an Early Age

Japfa Healthy Day is a weekly initiative designed to encourage healthy lifestyle habits among children through nutrition education and practical daily routines. The programme promotes balanced nutrition awareness alongside healthy diet advocacy and engages students and teachers in activities such as the Four Pillars of Balanced Nutrition exercise, handwashing practices, and personal hygiene checks. By fostering these habits from an early age, Japfa aims to support the long-term health and well-being of future generations.

Engaging Parents and Teachers: Building a Healthier Future Together

Through the Japfa for Kids programme, Japfa recognises the important role that parents and teachers play in shaping children's nutritional habits and overall well-being. The programme equips teachers with structured training and educational materials to help reinforce healthy eating practices within schools, while also encouraging greater parental involvement in children's nutrition at home. Parents of children identified as undernourished are invited to commit to preparing balanced and nutritious meals daily, fostering shared responsibility between families and schools.

By strengthening collaboration among educators, parents, and communities, Japfa for Kids helps create a supportive environment that promotes healthier lifestyles, improves nutrition awareness, and contributes to the healthy growth and development of children.



For us, Japfa for Kids has brought meaningful change. It has improved student nutrition, built healthier routines, and made our role as teachers feel even more impactful.

- Kartini | A Teacher in Bintan

When the Japfa for Kids programme was first introduced at our school, I'll admit I was unsure how the children would respond - especially those whose diets were considered poor in nutrition. At the beginning, it felt a little challenging for us as teachers to help the children adjust. But as the days went by and the programme became part of our daily routine, everything started to change.

Six months into the programme, we began to truly see its impact. Children who once refused vegetables now eat them willingly. Their weight has begun to improve, and they have learnt to recognise their own mealtimes instead of skipping lunch or waiting until they get home. They even became accustomed to bringing lunch from home - something that was never part of their habits before.

The programme also strengthened our Hari Sehat Japfa (Japfa Healthy Day) routine. The children became so enthusiastic about morning exercise that they would remind us if we hadn't started yet.

Monthly Engagements: Building Healthy Habits Through Parent-Teacher Collaboration

Japfa organises monthly engagement sessions that bring together parents and teachers to create a caring and supportive environment for children’s nutrition and well-being. Through thoughtfully designed thematic learning modules, the programme encourages families and educators to work hand in hand in guiding children towards healthier daily habits, both at school and at home.

Recognising that lasting behavioural change requires consistency and shared commitment, Japfa standardises learning materials and attendance processes to strengthen programme monitoring and participation. Parents also take part in a six-month pledge, reflecting their commitment to supporting balanced meals and healthy routines within the home environment.

Each session reinforces three essential practices: eating at the right frequency, preparing simple yet nutritious meals, and building positive daily routines that support children’s growth and development. By fostering regular dialogue and collaboration between teachers and caregivers, the programme helps create a consistent support system that nurtures children’s well-being in a holistic and practical way.

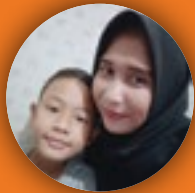
The sessions also provide guidance on balanced nutrition, food safety, and the role of animal protein in healthy development, while sharing updates on each child’s nutritional progress. Through this continuous engagement, Japfa seeks to empower parents and teachers alike to care for children more effectively and help healthy habits become a natural part of everyday life.



Strengthening Monitoring for Greater Impact

Ensuring consistent monitoring across programme locations has been essential to supporting children’s nutritional well-being effectively, particularly in remote schools where tracking daily egg consumption and Body Mass Index (BMI) data has historically been more challenging. In 2025, Japfa strengthened its approach through a comprehensive review of programme monitoring practices, laying the groundwork for an enhanced digital dashboard capable of real-time tracking of children’s health and nutrition data.

At the same time, improved monitoring systems enhance transparency and accountability across the programme. By sharing insights and progress updates with key stakeholders - including government authorities, schools, and local communities - Japfa strengthens collaboration and ensures that efforts remain focused on delivering meaningful and lasting impact for every child.



Seeing her son so delighted with his progress filled her with joy and relief.
- Rini Oktafiani & Aufa Geri Dominic | Parent, Bogor

When Rini Oktafiani realised how important it was to keep track of her son Aufa Geri Dominic’s growth, she bought a weighing scale so she could monitor his progress at home. Before the scale even arrived, Aufa came home from school beaming with pride. That day, he rushed through the door and said, “Mom, they weighed me again, I’m 28.9 kg now!” Rini was taken aback, the last time Aufa had been measured at school, he had weighed only 26 kg. Reflecting on the experience, Rini shared how grateful she felt for Aufa’s participation in Japfa for Kids’ programme. Without it, she said, she might never have been as aware of his nutritional needs or the importance of monitoring his development.

Japfa for Kids Awards:
Celebrating Growth, Learning, and Healthy Habits

The Japfa for Kids (JfK) Awards is a meaningful celebration that recognises and appreciates the dedication, growth, and collective efforts of students, teachers, and schools throughout the programme journey. More than a competition, the event serves as an opportunity to acknowledge positive behavioural changes among children and the enhanced knowledge and commitment demonstrated by educators from the start of the programme through the mentoring phase.

The awards programme comprises three main categories - School Competition, Teacher Competition, and Student Competition - featuring six competition areas designed to encourage creativity, learning, and active participation in promoting healthy lifestyles.



School Competition:

- Programme implementation
- Student educational media
- Four pillars of balanced nutrition gymnastics



Teacher Competition:

- Quizzes
- Article writing



Student Competition:

- Poster making

Through this celebration, Japfa shines a light on the collective journey of growth and learning, inspiring children, educators, and communities to continue prioritising nutrition, education, and sustainable healthy lifestyles.

Strengthening Maternal Nutrition for Healthier Birth Outcomes

(GRI 203-1, 203-2, 413-1)

Recognising that a healthy start to life begins even before birth, Japfa pilots this initiative with a clear mission: to strengthen maternal health as a critical first line of defence against low birth weight in infants. By prioritising the prenatal period, the project focuses on reducing anaemia and improving key nutritional indicators, with the goal of supporting safer pregnancies and healthier delivery outcomes for vulnerable mothers.

The initiative is structured around four practical pillars designed to deliver both immediate nutritional support and long-term behavioural change:

1. Protein Intake & Nutrient Balance

The programme provides targeted support to malnourished pregnant mothers through access to essential animal-based protein sources and reinforces the regular intake of iron supplementation to address nutrient deficiencies effectively.

2. Healthy Behaviour

Mothers are encouraged and supported to adopt essential health practices, including consistent consumption of protein-rich foods and regular attendance at Antenatal Care (ANC) check-ups, strengthening preventive maternal healthcare engagement.

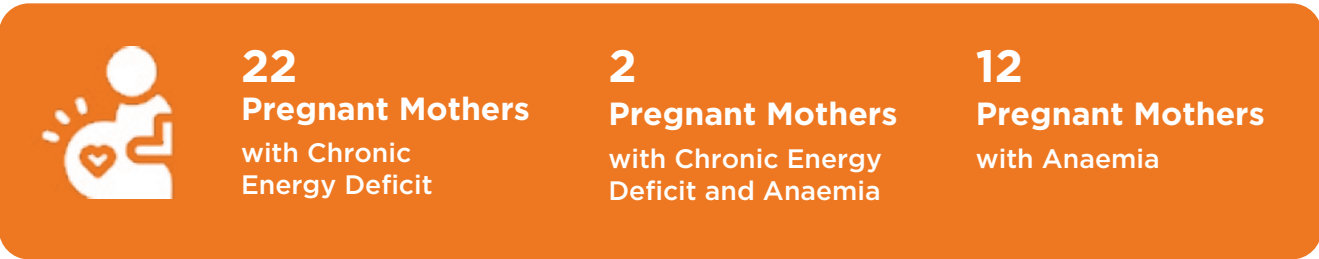
3. Capacity Building

The initiative empowers mothers through improved health literacy, enhancing their understanding of maternal nutrition, essential nutrient requirements, and adherence to recommended medical care during pregnancy.

4. Impact Monitoring

To ensure meaningful outcomes, the programme conducts regular monitoring of maternal health indicators, including weight progression, iron supplementation compliance, mid-upper arm circumference (MUAC), and anaemia levels, enabling timely interventions and continuous improvement.

Through this integrated approach, we aim to strengthen maternal well-being, reduce nutritional risks during pregnancy, and contribute to healthier birth outcomes for both mothers and children.



Driving Fish Consumption through the “Love Eating Fish” Programme

As part of national efforts to improve nutritional outcomes and reduce stunting, Japfa’s Aquaculture Division reimplemented the “Love Eating Fish” (Gemar Makan Ikan) programme in Banyuwangi and Lampung, Indonesia. The initiative contributes to ongoing efforts to strengthen nutrition interventions for children, as well as expectant and nursing mothers, by improving access to high-quality animal protein.

In Banyuwangi, the programme was implemented in collaboration with the Klatak Community Health Centre, supporting pregnant women and toddlers at risk of malnutrition through the distribution of fresh fish such as catfish, tilapia, iridescent shark, and prawns. These efforts were complemented by nutrition education sessions on balanced diets and stunting prevention, delivered in partnership with local village authorities and healthcare professionals to encourage stronger community engagement in child and maternal well-being.

In Lampung, processed fish products were provided to school students to enhance the animal protein content of daily meals and support improved dietary intake among children. Through engagement with supply chain partners, including Aquaculture Division customers, the programme also helps strengthen a broader ecosystem that supports access to nutritious food while reinforcing awareness of fish as a high-quality source of protein.

Through these coordinated efforts, the programme contributes to strengthening community nutrition systems and supporting healthier growth outcomes for children and families across participating regions.





5

EFFICIENT PRODUCTION SYSTEM

Efficient Production System pillar demonstrates how Japfa embeds sustainability at the core of production - advancing environmental and social objectives while strengthening food security, conserving natural resources, and creating long-term value for people, communities, and the planet.

Our Approach



Ethical and Responsible
Animal Care

Ensuring high standards of animal welfare through rigorous health management, nutrition, and husbandry practices, in alignment with our ESG commitment to ethical and responsible operations.



Optimising Energy and
Resource Efficiency

Deploying innovative technologies and best practices to reduce energy consumption, water usage, and material waste, thereby minimising environmental impact while enhancing operational efficiency.



Managing Emission and
Waste Responsibly

Monitoring, controlling, and mitigating greenhouse gas emissions and waste generation to support climate resilience, reduce pollution, and advance a more circular approach to resource management.

Highlights of 2025

Zero Coal Achieved Ahead of Target

Achieved a complete phase-out of coal across all facilities ahead of its 2040 target, advancing Japfa’s transition to cleaner energy.



Direct Emissions Reduction

>7,000

tonne CO2e

Reduction in Scope 1 Emissions from

98,939 to 91,852

tonne CO2e in 2025.

Water Recovery

>90%

increase in total water recovery compared to 2024.

Expanding Rainwater Harvesting

33%

Year-on-year increase in harvested rainwater volume in Indonesia.



Non-hazardous Waste Management



95%

Non-hazardous waste was diverted from disposal.

Japfa Sustainability Initiative Awards (JSIA) 2025

JSIA is an event designed to empower divisions across Japfa to pioneer and develop practical and impactful sustainability projects that advance our long-term vision. These awards serve as a catalyst for innovation – spotlighting ideas that not only enhance operational excellence but also drive meaningful progress towards Japfa’s Sustainability Targets, including Net Zero commitment and climate resilience.



Super Post Larvae (PL)

Japfa has taken a decisive leap into the future of aquaculture with the launch of Super PL (Post Larvae) - a cutting-edge breakthrough set to redefine performance standards in the shrimp industry. Developed through rigorous research and cross-disciplinary collaboration, Super PL delivers shrimp larvae with exceptional resilience and superior growth potential.



Ethical and Responsible Animal Care

Why It Matters

Ethical animal care is embedded at the core of Japfa’s operations, shaping how teams work, how facilities are designed, and how animals are managed on a daily basis. Raising livestock in humane and well-managed environments helps to reduce stress, improve animal health and welfare, and enhance feed efficiency. This approach not only reflects the Company’s values but also contributes to greater food system resilience by improving productivity and reducing losses across the value chain.

Translating these principles into practice requires robust standards, skilled personnel, and consistent oversight. Through clearly defined standard operating procedures, stringent biosecurity protocols, and continuous monitoring of housing conditions, nutrition, handling, and transport, Japfa works to minimise disease risks for both animals and humans. These measures support broader ESG commitments by strengthening animal welfare, safeguarding public health, and ensuring a stable supply of safe, nutritious, and affordable food.

Ultimately, responsible animal care is a foundational element of sustainable production, grounded in discipline, accountability, and the recognition that high standards of animal welfare are integral to long-term operational resilience. (GRI 13.11.1, 2-23, 2-24)



¹ Farm Animal Welfare Council. (2009, April 16). Five freedoms. <https://webarchive.nationalarchives.gov.uk/ukgwa/20121010012427/http://www.fawc.org.uk/freedoms.htm>

Our
Actions

Nourishing Growth Through Quality Feed and Responsible Sourcing

Balanced nutrition is fundamental to raising healthy, resilient, and productive livestock. At Japfa, we develop feed with precisely calibrated nutrient profiles that promote strong growth, enhance immunity, and reduce disease risks - strengthening both animal welfare and sustainable production outcomes.

- ✓ **High-Quality Ingredients, Responsibly Sourced**
Every feed formulation reflects our commitment to sourcing high-quality raw materials through ethical and transparent practices. We partner with reputable suppliers who meet strict quality requirements and comply with our Supplier Code of Conduct. All ingredients are traceable through Certificates of Origin, ensuring full supply-chain visibility and accountability.
- ✓ **Advancing Feed Formulation Through Continuous Research**
Research and innovation form the backbone of Japfa's feed strategy. Our nutrition experts evaluate optimal use of ingredients and explore alternative nutrient sources to enhance feed quality and resilience.



Laboratory testing for quality control.

1. Poultry Feed

- ✓ **Precision Feeding for Responsible Farming**
Precision feeding is central to reducing nutrient waste and minimising the environmental footprint of poultry production. By matching nutrient supply to the specific physiological needs of each bird, resources are utilised efficiently and responsibly. As poultry genetics advance, we refine our precision feeding strategies to serve increasingly diverse flock profiles, promoting stronger health outcomes and more productive birds. These practices reinforce Japfa's ESG commitments by reducing waste, supporting responsible resource use, and contributing to a more sustainable poultry industry.
- ✓ **Enhancing Feed Safety and Consistency Through NIR**
Across our feed mills, Near Infrared Reflectance (NIR) technology enables rapid, real-time assessment of raw material nutritional composition. This innovation ensures consistent quality, strengthens food safety, and reduces reliance on chemical reagents - contributing to safer operations and lower environmental impact.

2. Aquafeed

- ✓ **Japfa Aquaculture Nutrition Lab**
Our ISO/IEC 17025-certified nutrition laboratory continues to expand its technical capabilities, including advanced amino acid analysis and other specialised competencies. As a Centre of Excellence, the laboratory supports cutting-edge research to ensure that our fish and shrimp feeds meet the highest standards of quality and safety.
- ✓ **Strengthening Shrimp Nutrition with Polychaete Cultivation**
To ensure a stable, pathogen-free, and nutrient-rich feed source for shrimp broodstock, Japfa has expanded its polychaete cultivation operations in Anyer and Bali, building on existing sites across other regions. These marine worms provide essential nutrients that are critical to broodstock health, performance, and reproductive outcomes.

In parallel, Japfa is trialling high-protein marine feed formulations to further enhance the nutritional profile of polychaetes. Together, these initiatives reflect a research-driven approach to sustainable aquaculture, strengthening productivity while supporting responsible resource use and environmental stewardship.
- ✓ **Advancing Specialised Nutrition for Shrimp Broodstock**
As part of efforts to strengthen our integrated business model, the Company commenced the production of specialised feed for shrimp broodstock in early 2025. Formulated with high-nutrient ingredients, including a blend of frozen natural feed, this product is designed to support reproductive health and enhance spawning success rates. This initiative reflects the Company's commitment to optimising aquaculture productivity through continuous sustainable feed innovation.

3. Swine Feed

At Japfa Vietnam, our swine feeding programme is tailored to the specific needs of each production group and guided by a centralised SOP developed in collaboration with experienced nutritionists and veterinarians. This ensures consistent implementation and alignment across all farms. (GRI 2-24)



Robot palletiser in our feed mill.

Integrated Care for Animal Health & Welfare

Japfa adopts a holistic and integrated approach to animal care, recognising that animal health and welfare must be safeguarded throughout every stage of the production cycle, from farm to harvest. Our teams closely manage each phase of production with precision, ensuring that all factors influencing animal well-being are systematically addressed.

Through robust biosecurity measures, responsible vaccination and antibiotic stewardship, and continuous health monitoring, we maintain high standards of animal welfare while strengthening the resilience and sustainability of our food systems.

✓ Biosecurity

Biosecurity is a top priority across all of Japfa’s operations and forms the foundation of our approach to protecting animal welfare. We implement stringent, facility-specific protocols across the five countries in which we operate, ensuring they are tailored to the distinct requirements of our poultry, aquaculture, and swine production systems. By maintaining robust biosecurity standards at every stage, Japfa actively safeguards animals from disease and contamination, supporting healthier herds, improved productivity, and the long-term resilience of our production systems.

Our biosecurity framework generally includes:

Biosecurity Excellence in Poultry & Swine Farms

Why it matters

Prevent disease, Safeguard animal welfare, Keep production reliable



Isolation (Site selection)

- Farms placed to minimise external disease risk.
- Fully aligned with local regulatory requirements.



Traffic Control (Three-Zone Access)

- **Red Zone – Security & Parking**
Visitor/staff arrival: no contact with animals.
- **Yellow Zone – Office/Admin**
Admin work only; controlled movement to green zone.
- **Green Zone – Livestock Areas**
Animal handling, production; highest hygiene protocol.



Controlled Entry

- Access granted to authorised personnel only.
- Dual approvals: management + health teams.
- Visitor logs maintained to trace and protect flock health.



Proven Impact

- Enhanced farm biosecurity + targeted training for contract farmers.
- Outcome: lower mortality and visible operational improvements.

In Vietnam, to minimise contamination risks, we strengthened entry-point sanitisation and implemented stricter pest control measures against external vectors. We also enhanced our water security through an end-to-end monitoring programme - from source to consumption - paired with targeted treatment solutions based on comprehensive quality testing.

In India, extreme heat and early monsoons increased the threat of disease and heat stress. Our field teams conducted intensive farm-level assessments, closely monitoring birds and identifying early signs of stress. We also added digital safeguards, including CCTV monitoring, to ensure strict compliance with controlled-access zones.

As a result of our rigorous biosecurity standards and targeted interventions, Japfa reported no significant disease outbreaks beyond established control parameters.

Harnessing Biotechnology to Improve Animal Health

Japfa’s approach to animal care extends beyond immediate needs, leveraging biotechnology to strengthen long-term resilience across its production systems. These initiatives enhance animal immunity, reduce reliance on antibiotics, and promote more responsible farming practices. Collectively, they contribute to a positive cycle of improved animal health, safer food production, and more sustainable communities.

✔ Strengthening International Alignment and Operational Reach

Japfa reinforces its commitment to global standards of excellence through the successful renewal of its ISO 17025, ISO 14001, and ISO 9001 certifications. The Company’s international footprint now extends across more than 24 countries, alongside the achievement of domestic production milestones in India and the United Arab Emirates, in alignment with local regulatory and compliance requirements.

✔ Responsible Use of Antibiotics

As climate change intensifies disease pressures through heat stress, unpredictable weather patterns, and shifting ecosystems, responsible animal health management has become increasingly critical. Japfa adopts a proactive, welfare-centred approach to antibiotic use, ensuring animals showing signs of illness are promptly isolated, and antibiotics are administered only when medically necessary and under the supervision of licensed veterinarians. Mandatory withdrawal periods are strictly observed to ensure that no antibiotic residues remain in meat products, safeguarding consumer health and maintaining market integrity.

Across our operations, Japfa further strengthens preventive animal health measures through regular updates to vaccination programmes and enhanced disinfection protocols. These measures are particularly reinforced during periods of elevated disease risk, such as increased incidence of coccidiosis during the rainy season in India, ensuring continuous protection of animal health and production stability.

Our products are AGP-free in Indonesia and Myanmar, and contain no AGP residues in Vietnam and India according to local regulations.

✔ Advancing Next-Generation Vaccine Development

Building on its biotechnology capabilities, Japfa continues to support the development of vaccines as part of its broader animal health portfolio. The Company maintains a diversified range of vaccine solutions for poultry, cattle, aquaculture species, and companion animals, supported by ongoing research and development.

These efforts form part of Japfa’s continuous approach to advancing animal health solutions and responding to evolving industry needs, while complementing its existing technical and scientific capabilities.

Representing Indonesia in Advancing Global Action on Antimicrobial Resistance (AMR)

In June 2025, PT Suri Tani Pemuka (STP), Japfa’s Aquaculture division, represented Indonesia at the FAO-led regional workshop in Bangkok, “Working Together to Fight Antimicrobial Resistance in Asia-Pacific.” Convened by the FAO and involving key stakeholders including WOAHA and leading private-sector experts, the workshop brought together regional expertise to strengthen a coordinated and science-based response to AMR. As part of the programme, Japfa contributed technical insights in a dedicated session, “STP Best Practices for Preventing AMR While Battling Disease in Today’s Fish and Shrimp Farming.” The presentation highlighted Japfa’s practical approaches to reducing antimicrobial dependence, promoting responsible use of veterinary medicines, and implementing robust, data-driven health monitoring systems across fish and shrimp production.

Japfa’s participation reflects its growing role in shaping industry dialogue and advancing responsible aquaculture practices at both regional and global levels. By sharing field-proven approaches and operational experience, the Company contributes to collective efforts to safeguard aquatic animal health, strengthen food system resilience, and support a more sustainable future for the aquaculture industry.



Comprehensive Animal Care at Every Step

At Japfa, animal comfort and well-being are embedded across every stage of our operations. Animals raised under high standards of care are more resilient, healthier, and contribute to a consistent supply of safe, high-quality food. Guided by stringent animal welfare standards and food safety regulations, we implement ethical handling practices and leverage appropriate technologies to minimise stress, ensuring animals are treated humanely, gently, and with respect.

Our teams receive regular training in responsible animal care, supported by routine audits to ensure adherence to global animal welfare principles across all farming and processing facilities. This disciplined approach not only reinforces our ESG commitments but also enhances operational efficiency, productivity, and long-term sustainability.

1. Farming

Poultry

Animal monitoring begins from the very first day of life. Day-Old Chicks (DOCs) undergo diagnostic screenings for diseases such as Salmonella, enabling early intervention and preventive action. We maintain rigorous laboratory testing and health surveillance at every stage - from Grandparent Stock (GP) to final production - to ensure consistent quality and robust flock health.

We track key welfare indicators such as weight, feed and water intake, and behaviour patterns. In India, where water quality plays a critical role in bird health, we conduct frequent pH monitoring across regions and update sanitation protocols accordingly. Automatic weighing systems further enhance precision by predicting livestock weight trends, enabling timely adjustments and early detection of health risks. Together, these measures support both animal well-being and resource-efficient production.

In our hatcheries, automatic egg graders are deployed to standardise egg selection. By automatic sorting, we are able to improve hatch consistency and DOCs uniformity against defined standards which results in more consistent final stock - strengthening product quality and competitiveness in international markets. In Vietnam, we perform quarterly blood tests to monitor antibody levels in colour bird operations. This proactive surveillance strengthens long-term flock immunity and enhances overall disease resilience. Livestock mortality is monitored through an integrated digital biosecurity tracking system. Real-time reporting allows for rapid response to emerging issues, reinforcing animal welfare and operational efficiency.

Smart Incubation in Hatchery Management

In Vietnam, specifically at our Dak Lak hatchery, we apply advanced systems like OvoScan™ to optimise incubation conditions and elevate performance. This technology ensures real-time temperature control by continuously monitoring eggshell temperatures and adjusting the surrounding air. By precisely managing the embryo’s metabolic development rate, this system not only improves hatchability and ensures chick uniformity, but also significantly enhances post-hatch performance - including liveability, growth, and feed conversion.



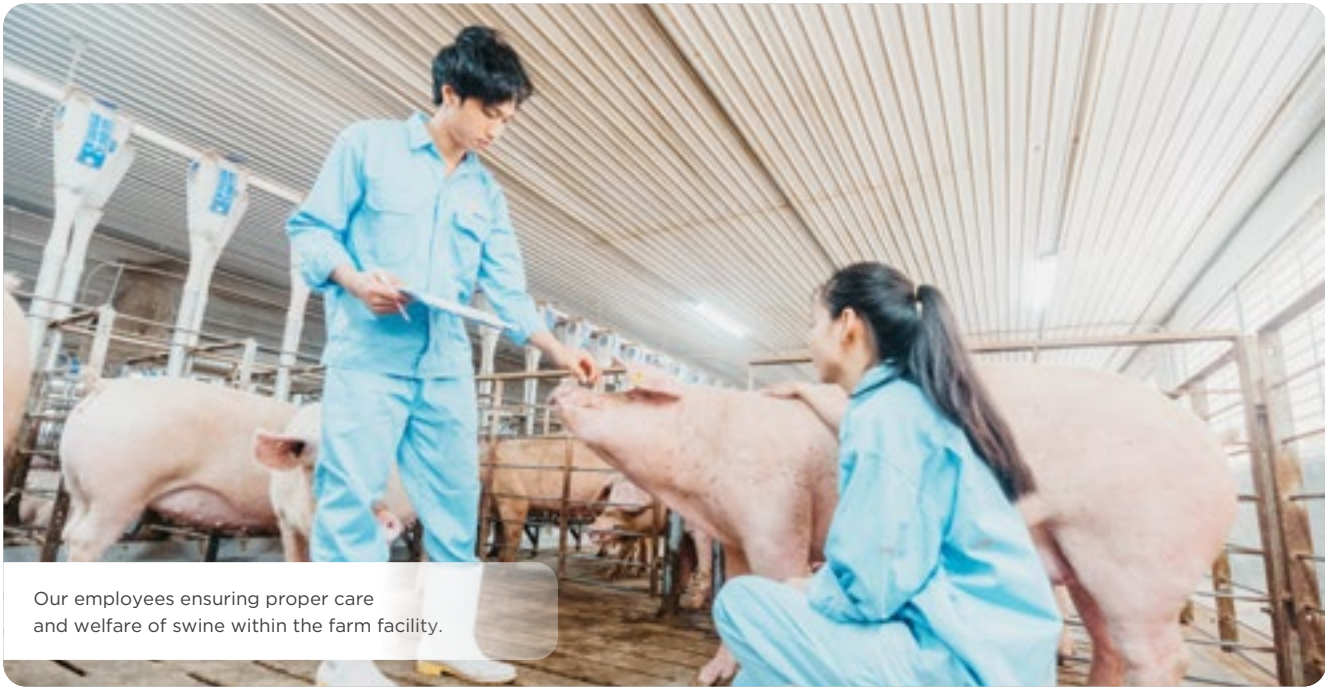
Aquaculture

- Fish Harvesting**
During the harvesting process, Japfa employs a volumetric method to estimate fish quantity and weight, eliminating the need for excessive handling. This approach minimises the time fish spend outside their natural habitat, thereby reducing stress levels and enhancing the overall quality of the harvest.
- Shrimp Harvesting**
Shrimp harvesting is conducted by maintaining water quality and environmental conditions throughout the extraction from the ponds. The process is carried out in phases, utilising specialised equipment designed to minimise physical contact. This approach prevents stress and injury, ensuring the shrimp remain in optimal condition before entering the processing stage.

✓ Swine

Across our swine fattening farms, we have introduced a smart farming system to elevate welfare monitoring and improve production efficiency. AI-powered cameras travel along each pen, capturing data on activity levels, weight, feeding behaviour, and overall health. These automated assessments are complemented by regular manual checks from trained staff, ensuring that conditions remain optimal at all times.

The system's early-warning capability triggers alerts when unusual behaviour or reduced activity is detected, enabling rapid diagnosis and timely intervention. This proactive, technology-enabled approach safeguards animal welfare, enhances operational accuracy, and supports consistent, sustainable performance across our farms.



Our employees ensuring proper care and welfare of swine within the farm facility.

2. Processing

✓ Poultry

At our poultry processing facilities in Indonesia, PT Japfa Tbk implements halal slaughter practices that comply with both religious requirements and internationally recognised animal welfare standards. Automated stunning and slaughter systems are carefully calibrated to minimise pain and stress, ensuring animals are handled humanely throughout the process.

Each facility is supported by certified halal slaughterers who oversee all stages of operation to ensure compliance, precision, and ethical execution. These practices reinforce Japfa's commitment to responsible production while safeguarding food quality, integrity, and consumer trust.

✓ Swine

Japfa's swine harvesting processes are governed by stringent standard operating procedures designed to uphold animal welfare at every stage, including transport and handling. Species-specific handling techniques, including customised lifting methods aligned with pigs' natural anatomy, are applied to minimise physical strain and reduce stress during harvesting.

In parallel, slaughterhouse operations are supported by robust hygiene and food safety systems, including comprehensive Salmonella monitoring programmes. These measures safeguard meat quality and integrity while reinforcing a safe, efficient, and responsible value chain, consistent with Japfa's broader sustainability commitments to animal welfare, food safety, and operational excellence.

3. Distribution

✓ Poultry

Japfa enhances poultry transportation standards through the use of specialised chick vans equipped with intake fans and digital temperature monitoring systems, supported by route optimisation via the Japfa Vehicle Optimisation System (JVOS). This integrated approach ensures stable air circulation and humidity control throughout transit, while enabling the selection of optimal transport routes.

Together, these measures help maintain Day-Old Chicks (DOCs) in optimal condition during distribution, reflecting Japfa's commitment to animal welfare, biosecurity, and efficient, low-stress logistics within its poultry value chain.

✓ Aquaculture

The transportation of aquatic animals is managed with strict attention to animal welfare, recognising that minimising stress during transfer is essential for healthy growth and survival. Refrigerated vehicles maintain stable temperature conditions, while real-time monitoring systems track location, environmental parameters, and travel history to ensure full operational oversight and traceability.

To preserve water quality throughout transit, activated carbon is used to reduce ammonia levels, while route optimisation is applied to minimise journey times. These measures help ensure that larvae arrive in optimal condition, supporting improved survival rates, enhanced productivity, and a more sustainable and resilient aquaculture value chain, in line with Japfa's ESG commitments to animal welfare, biosecurity, and responsible production practices.

Inside Our Comfortable Animal Houses

A well-designed and carefully managed housing environment is essential for animals to grow, thrive, and reach their full potential. Across our operations, Japfa provides animals with secure shelters that protect them from harsh weather, climate-related stress, and external threats that could compromise their health. Within these well-maintained spaces, animals have the freedom to move, remain clean, and enjoy uninterrupted access to fresh feed and water. These conditions support both physical and mental well-being, enabling animals to flourish even amid changing climates, while also contributing to efficient, responsible production.



1. Inside Our Closed-House for Climate-Resilient Poultry Farming

Guided by the Japfa Environmental Guidelines, we establish precise microclimates in our farm houses. This approach creates a consistent comfort zone, fully optimised to meet the specific requirements of our poultry. This guideline along with the modern closed-house systems helps us to precisely manage the microclimate - controlling temperature, humidity, and CO₂ levels to meet the specific needs of the poultry. This controlled environment safeguards poultry from climate fluctuations, enhances animal welfare, and boosts resource efficiency.

In India, where extreme temperatures pose significant challenges, these systems play a critical role. By mitigating heat stress and stabilising environmental conditions, Japfa helps maintain flock comfort, health, and productivity, supporting consistently low mortality rates throughout the year.

✔ Infrastructure Maintenance and Upgrades

Regular infrastructure maintenance and continuous upgrades reinforce Japfa’s commitment to responsible farming. Improvements in farm houses ensure a stable and comfortable environment that supports uniform, healthy growth, welfare, and productivity of the flock.

For example, PT Japfa Tbk, introduced a new innovation in poultry housing by utilising solid wall materials. These walls provide insulation, maintaining stable temperature and humidity levels inside the pens. This infrastructure creates a more comfortable environment for livestock, particularly when facing extreme climate change. The system has proven effective in reducing the risk of heat stress and sustaining low mortality rates during high-temperature seasons, thereby supporting animal welfare and operational efficiency.

✔ Feed Transport Auger

Several of our farms utilise a feed transport auger to deliver feed directly to sheds via a closed system. This method significantly improves biosecurity by reducing transport movements and minimising contamination risks, while also enhancing labour efficiency.

In 2025, we built new poultry houses as part of our own farm capacity expansion. Align to sustainability target, we ensured that all of these new facilities operate as 100% closed-house systems.

2. Inside Our Aquaculture with High-Quality Water Standards

Water quality is fundamental to healthy, sustainable aquaculture. Japfa upholds stringent water management practices to safeguard fish and shrimp health across all operational units.

✔ Advanced Sterilisation Protocols

Strict sterilisation in hatcheries and processing units helps prevent harmful microorganisms from entering the system, upholding high hygiene standards and protecting aquatic species.

✔ Comprehensive Water Disinfection Methods

Technologies such as ozone treatment, ultrafiltration, and ultraviolet (UV) light ensure thorough water purification. These systems maintain biological safety, reduce disease risk, and promote healthy, efficient growth.

✔ Strategic Site Selection

Cultivation sites are carefully chosen based on environmental suitability, water flow, and system proximity, ensuring optimal ecological conditions and supporting sustainable aquaculture practices.

✔ Routine Water Quality Monitoring

Regular monitoring of physical, chemical, and microbiological parameters, such as temperature, oxygen, pH, phosphorus, and nitrogen, ensures that aquatic environments remain stable and tailored to species needs. This approach enhances animal welfare and supports reliable, sustainable productivity.

3. Inside Our Advanced Swine Housing

Japfa’s swine housing systems are designed to balance animal welfare, operational efficiency, and environmental responsibility. Durable concrete flooring supports high hygiene standards, while smart monitoring systems continuously track and regulate key environmental parameters, including ventilation, carbon dioxide levels, ammonia concentration, and temperature. These automated controls help maintain a stable microclimate, reducing respiratory stress and supporting overall animal health.

Piglets benefit from targeted heat-lamp systems that support early-stage development, while carefully managed stocking densities ensure sufficient space for movement, rest, and the expression of natural behaviours. To further strengthen biosecurity, Japfa continues to upgrade farm perimeter fencing to prevent the entry of pests such as rodents and reduce associated disease risks. In newly developed farms, group gestation pens provide animals with greater freedom of movement and social interaction, enabling behaviours such as exploration, grooming, rubbing, and communal resting.

These design enhancements contribute not only to physical comfort but also to improved animal well-being, reinforcing Japfa’s commitment to responsible, welfare-focused, and efficient production systems.

Building on these facility upgrades, Japfa has also refined daily husbandry practices to improve hygiene and resource efficiency. Through close observation of drinking behaviour and barn conditions, the Company identified that previous drinker designs led to excessive water spillage, increasing humidity and compromising pen cleanliness. In response, Japfa transitioned to an improved trough-based drinking system that reduces water wastage, maintains drier housing conditions, and enhances animal welfare - demonstrating practical, welfare-driven innovation aligned with the Company’s sustainability principles.



Japfa Vietnam swine farm.

Caring for Biodiversity to Strengthen Food Resilience

Japfa is dedicated to preserving local genetic resources while enhancing productivity within its livestock systems. By combining the desirable traits of indigenous breeds with improved growth performance, the Company enables farmers to raise animals that retain their original genetic characteristics while achieving greater efficiency and economic viability. This approach supports sustainable food production, safeguards valuable local biodiversity, and ensures a more stable supply of high-quality animal protein, thereby contributing to long-term food resilience. (GRI 304-4)

Ayam Kampung Super and Colour Bird:
Preserving Local Breeds while Creating Livelihood Value

In Indonesia, native free-range chickens are an important part of culinary heritage and cultural identity. However, traditional breeds often face limitations in growth rate and productivity, which can constrain supply and farmer income. To address this, Japfa has developed improved localised breeds such as Ayam Kampung Super, which retain the flavour, texture, and genetic characteristics of indigenous chickens while offering enhanced growth performance.

This balanced approach helps keep local breeds commercially viable, enabling farmers to sustain livelihoods while continuing to rear indigenous poultry lines. In doing so, it supports both biodiversity conservation and rural economic development by ensuring that traditional genetic resources remain actively in use rather than being displaced.

In Vietnam, the “colour bird” remains a culturally significant poultry species and an important source of local protein. Japfa supports its continued relevance through modern farming practices and improved production systems that enhance productivity while maintaining its distinctive local characteristics. This ensures that culturally important breeds remain economically sustainable for farmers, strengthening both heritage preservation and inclusive agricultural development.



Transforming Indonesia’s Aquaculture
with Super PL Innovation

The launch of Super PL (Post Larvae) marks a significant milestone in the transformation of the Indonesian aquaculture industry.

This breakthrough provides shrimp fry with enhanced resilience, uniformity, and growth performance, enabling farmers to achieve higher survival rates, improved yields, and more efficient farming operations.

Supported by specially formulated high-protein feeds designed to maximise its genetic potential, Super PL offers an integrated solution to key challenges in shrimp farming, strengthening overall production efficiency and reducing resource losses across the value chain.

This innovation reflects Japfa’s leadership in advancing productive, sustainable, and science-driven aquaculture systems. By combining biological innovation with practical farming solutions, Japfa continues to contribute to a more resilient aquaculture industry in Indonesia - one that enhances farmer livelihoods, improves resource efficiency, and supports long-term food security.

Responsible and Efficient Management of Energy and Resources

Why It Matters

Anchored in our sustainability pillar, Efficient Production System, Japfa applies an integrated strategy that combines clear top-down direction with practical, bottom-up execution. This approach ensures that sustainability is embedded in everyday operations - holistic in design yet grounded in the realities of our farms, factories, and supply chains.

As one of Emerging Asia’s leading animal protein producers, we remain committed to meeting growing food demand responsibly. Through advanced technologies, the optimisation of local and alternative resources, and responsible water stewardship, we translate our sustainability commitments into measurable improvements in performance. This integrated approach not only enhances operational efficiency but also supports the delivery of our sustainability targets, contributing to a more resilient, safe and sustainable regional food system.



Quality control in one of our laboratories.

Integrated Systems and Data

Japfa drives operational efficiency and sustainability through digital integration, enabling greater visibility into energy consumption, equipment performance, and resource use. These capabilities support proactive maintenance, optimised energy allocation, and enhanced transparency and accountability across all business units.



Japfa Launches AI & Quantum Computing Centre of Excellence in Singapore

Japfa has established its **AI and Quantum Computing Centre of Excellence (CoE)** in Singapore, supported by EnterpriseSG and the Economic Development Board of Singapore. Through partnerships with Singapore Institute of Technology, Nanyang Polytechnic, and quantum start-up AngelQ, the CoE advances applied AI, sensor prototyping, digital talent development, and quantum computing applications for production optimisation. Pilot projects in Vietnam and Indonesia are already demonstrating tangible improvements in farm efficiency, product quality, and animal health.

The CoE strengthens Singapore’s innovation ecosystem while demonstrating how emerging technologies can be harnessed to enhance Japfa’s productivity, environmental performance, and contribution to regional food security, reinforcing the resilience of regional food systems, supporting local talent, and accelerating sustainable growth across the food value chain.

“Technology and data are redefining how we produce food. For us, this is much more than running our operations more efficiently. With the support of Enterprise Singapore and the Singapore Economic Development Board, and through the collaborations that we are announcing today, we are bringing together applied research, technology and industry expertise to gain further insights to turn ideas into practical solutions that deliver real operational impact.” Tan Yong Nang, Chief Executive Officer of Japfa.

✔ **Japfa Sustainability Reporting System (JSRS)**

Japfa continues to advance JSRS, a centralised digital platform that integrates environmental, occupational health and safety, and labour-related data across all operations. The system enables consolidated tracking of key sustainability indicators, including waste generation, segregation, and utilisation, allowing near real-time monitoring and identification of recycling opportunities at the operational level. Similarly, JSRS strengthens water stewardship by aggregating consumption, recycling, and quality data across sites, enabling the Company to monitor usage patterns and identify locations exposed to higher water scarcity risks. Built on a modular and scalable framework, the system is continuously enhanced to align with evolving regulatory requirements and international reporting standards.

In 2025, JSRS further improved the accuracy of its greenhouse gas (GHG) reporting by updating its Scope 2 emissions methodology for electricity consumption, incorporating regional emission factors across all operations. Additional enhancements, including site-level geo-location data for improved water scarcity assessment and integrated waste tracking capabilities, have further strengthened data accuracy, transparency, and long-term sustainability planning.

✔ **Japfa Sustainability Analytics (Japfa Sustainalitics)**

Japfa is committed to leveraging digital innovation and data-driven insights to accelerate its sustainability performance. In line with this, Sustainalitics is continuously enhanced as a flexible, user-centric analytics platform that enables more intuitive access to sustainability data across the organisation.

A recently introduced data narration feature translates complex analytics into clear, plain-language insights, improving accessibility for users across functions and technical backgrounds. This enhancement supports more informed decision-making, strengthens cross-functional alignment, and reinforces Japfa's commitment to using modern technology to improve ESG performance, transparency, and continuous improvement across its global operations.

✔ **Enterprise Resource Planning (ERP) System**

Japfa ERP system underpins operational optimisation by enabling seamless data integration and end-to-end traceability across its poultry, aquaculture, and farm management operations. By standardising processes across geographies, the system enhances operational coordination, reduces inefficiencies, and supports more informed, data-driven decision-making.

Beyond operational efficiency, the ERP system provides real-time visibility into production, inventory, and resource utilisation, enabling Japfa to respond swiftly to market demand while maintaining consistent quality standards. This integrated approach also supports more efficient resource management and reinforces the Company's commitment to sustainable and responsible business practices across all business units.

✔ **Electronic Production Planning System (E-PPS)**

The E-PPS has been fully implemented across all units in Indonesia, enabling precise activity tracking, task scheduling, faster production start-ups, and early identification of bottlenecks. By minimising equipment-related delays, E-PPS improves overall equipment efficiency, supporting smoother operations, higher productivity, and responsible resource use.

✔ **Import Material Monitoring System (IMMS)**

In 2025, Japfa completed the rollout of the Integrated Materials Management System (IMMS) across all warehouses. IMMS serves as a central hub connecting procurement, quality control, nutrition, and plant operations, creating a seamless, transparent workflow from sourcing to production. By integrating these functions, IMMS enhances coordination, reduces errors, and strengthens operational performance, ensuring resources are used efficiently and responsibly.

✔ **Supply Chain Integration**

Japfa integrates Transportation Management Systems (TMS), Warehouse Management Systems (WMS), Manufacturing Execution Systems (MES), and Sales Force Automation (SFA) to optimise logistics in Indonesia. This seamless integration improves production planning, storage, distribution, and sales management, driving efficiency, transparency, and sustainability across the entire supply chain.

Japfa Vietnam Recognised for Leadership in High-Tech and Sustainable Agriculture

Japfa Vietnam has been recognised among the Top 10 Reputable Companies in High-Tech Agriculture 2025, reflecting its leadership and long-standing contribution to the transformation of Vietnam's agricultural sector. This recognition underscores the Company's commitment to advancing a technology-driven, efficient, and environmentally responsible agribusiness model.

By integrating digitalisation, biotechnology, and circular economy practices, Japfa Vietnam continues to enhance operational efficiency while reducing environmental impact across its value chain. These efforts strengthen productivity, support national food resilience, and advance more sustainable production systems.

The recognition further reinforces Japfa Vietnam's role in shaping future-ready agricultural systems and its contribution to building resilient, resource-efficient, and responsible food production in Vietnam.

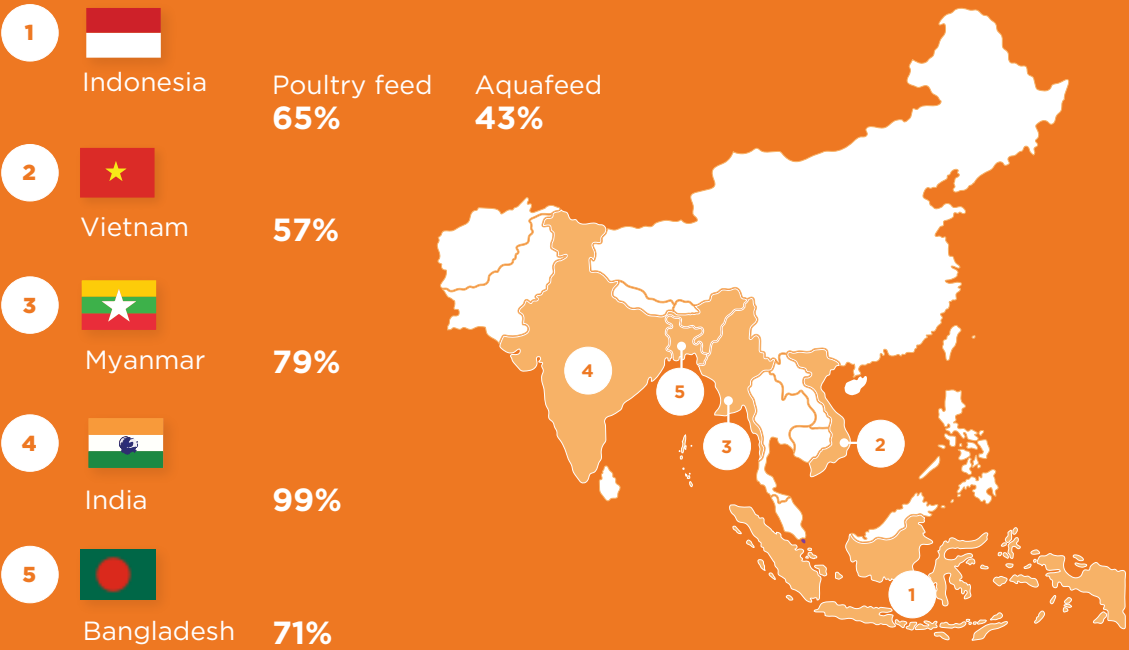
Prioritising Local and Alternative Sourcing

At Japfa, sourcing locally is both a strategic choice and a commitment to responsible, sustainable production. By prioritising locally available and alternative raw materials, we reduce carbon emissions associated with long-distance transportation, while strengthening a more transparent, ethical, and resilient supply chain.

This approach enables closer collaboration with regional suppliers, supporting the maintenance of stringent quality standards, enhanced traceability of raw materials, and greater agility in responding to market fluctuations and supply disruptions. It also contributes to the development of local agricultural economies, fostering shared value creation and strengthening community resilience.

Wherever feasible, Japfa actively sources ingredients such as soybeans, corn, rice bran, groundnut cake, and palm kernel cake locally. This strategy enhances supply chain stability, reduces reliance on imports, and reinforces Japfa’s broader commitment to efficient production systems, responsible sourcing, and long-term sustainable operations.

Proportion of local sourcing of raw materials across our operation GRI 204-1*



*Local sourcing at Japfa encompasses raw materials sourced from local suppliers based in the same geographic market as the Company, including surrounding communities, specific regions within a country, or the country where our operations are located.

Responsible Energy Practices

In 2025, Japfa continued to advance its transition toward a lower-carbon, energy-efficient production system through renewable energy adoption, equipment electrification, and process optimisation across all business units. These initiatives reinforce our commitment to operational efficiency, environmental responsibility, and long-term sustainability.

Zero Coal Target Achieved

This reduction was primarily driven by the cessation of coal use across all facilities, significantly lowering hazardous waste associated with combustion residues. The shift underscores Japfa’s ongoing transition toward cleaner energy sources and its commitment to reducing environmental impact while supporting sustainable growth.



Alternative Energy Sources

Japfa is steadily expanding the use of renewable and lower-carbon energy sources where feasible, integrating biomass, solar power, and process innovations to enhance energy resilience, reduce reliance on fossil fuels and eliminate the use of coal.

- Transitioning to Biomass as a Fuel Source**
As part of its decarbonisation journey, Japfa is working towards the phased reduction of coal use across its operations. Thermal energy requirements are increasingly met through biomass sources, including palm kernel shell, firewood, candlenut shell, and rice husk.

In 2025, biomass-based renewable energy increased, accounted for more than 2 million GJ, representing approximately 34% of total energy consumption. This increase reflects the expansion of converted facilities and improved biomass supply management across production sites.
- Expanding Solar Energy Capacity**
Japfa continues to strengthen its commitment to a cleaner energy mix through the expansion of solar power deployment across Indonesia, India, and Myanmar. Solar energy utilisation increased more than 20-fold compared to 2024, reflecting a strategic acceleration of renewable energy adoption and supporting the Company’s broader decarbonisation agenda.
- Utilisation of Natural Gas as a Cleaner Alternative**
Several facilities have utilised gas as a cleaner and more stable energy source. In 2025, gas consumption accounted for approximately 14% of total thermal energy consumption. This supports Japfa’s transition toward lower-emission energy systems, particularly in processes requiring consistent and efficient thermal supply, while enhancing overall energy reliability and performance.

✓ **Enhancing Energy Efficiency Through Machinery and Process Optimisation**

Japfa is committed to maximising energy efficiency and operational sustainability through the continuous maintenance, upgrading, and modernisation of machinery. By integrating process innovations, energy recovery systems, and electrification initiatives, we enhance productivity while reducing overall fuel and power consumption.

Our comprehensive machinery strategy spans all operational lines, ensuring equipment operates at peak performance and supports long-term competitiveness. Regular maintenance, targeted upgrades, and modernisation efforts not only optimise efficiency but also contribute to responsible resource use, lower environmental impact, and a more sustainable production system across our operations.



**JSIA Best Energy Winner:
Converting Exhaust Airflow into Clean Electricity**

Awarded the Best Energy Innovation at the Japfa Sustainability Innovation Awards (JSIA) 2025, this initiative reflects the creativity and practical ingenuity of Japfa’s teams in identifying renewable energy opportunities within existing farm operations. The system captures exhaust airflow and converts it into clean electricity using a Vertical Axis Wind Turbine (VAWT), which is then utilised to power house lighting.

This simple yet effective solution demonstrates how employee-driven innovation can deliver meaningful sustainability outcomes without requiring additional land or major infrastructure changes. By reducing reliance on grid electricity and lowering operating costs, the initiative supports energy efficiency and decarbonisation, with strong potential for wider deployment across commercial farms.

- **HVAC Optimisation**
Japfa employs advanced optimisation technologies within its heating, ventilation, and air conditioning (HVAC) systems to reduce energy consumption. We utilise adiabatic cooling system in some of HVAC units in our vaccine production facility in Indonesia. By spraying a fine water mist around the condenser, the evaporation process lowers the intake air temperature. This improves heat rejection efficiency and reduces the cooling machine’s energy load by 5–10%. Meanwhile in the poultry hatchery units in Indonesia, HVAC efficiency is enhanced through the installation of the Ecoism device. Supported by smart sensors and inverter control, this system intelligently optimises the compressor’s duty cycle. This combination enables the system to detect real-time cooling needs and automatically adjusts power consumption, curbing energy use while maintaining the precise temperature and humidity required for the hatching process.
- **Boiler Condensate for Thermal Efficiency**
Feed mills in Bangladesh and Indonesia recirculate boiler condensate to capture residual heat, lowering fuel consumption and thermal loads. In Myanmar, paper sacks are repurposed as boiler fuel, converting waste into energy and reducing reliance on conventional fuels.
- **Reducing Fossil Fuel Consumption**
As part of Japfa’s decarbonisation and energy-efficiency strategy, we are progressively transitioning from diesel to electric forklifts across multiple feed plants. This shift not only reduces direct emissions from internal logistics but also delivers operational cost savings, supporting a cleaner, more sustainable, and energy-efficient production system.
- **Optimised Production Scheduling**
In Bangladesh, Japfa’s feed division strategically schedules production during daytime and off-peak hours to optimise energy use and reduce reliance on diesel generators amid intermittent grid supply. This disciplined approach stabilises energy costs, lowers carbon emissions, and supports a more efficient and sustainable production system.



Energy Consumption within The Organisation (GRI 302-1)

Previously

Non-Renewable Energy

unit: GJ

Category	2025	% (2025)	2024	% (2024)
Electricity ¹	2,519,644	42%	2,355,883	42%
Liquefied Natural Gas (LNG) ²	500,067	8%	447,928	8%
Compressed Natural Gas (CNG) ²	258,617	4%	226,417	4%
Liquified Petroleum Gas (LPG) ³	106,171	2%	135,135	2%
Coal ⁴	0	0%	40,639	1%
Diesel Oil ⁵	390,821	7%	426,496	8%
Gasoline Fuel ⁶	11,197	0%	10,614	0%
Total Non-Renewable Energy	3,786,516	63%	3,643,111	65%

Renewable Energy

unit: GJ

Category	2025	% (2025)	2024	% (2024)
Palm Kernel Shell ⁷	1,334,403	22%	1,172,361	21%
Candlenut Shell ⁸	223,043	4%	207,659	4%
Firewood ⁹	406,963	7%	365,456	7%
Rice Husk ¹⁰	84,285	1%	80,733	1%
Steam ¹¹	143,081	2%	146,589	3%
Solar Panel ¹	4,469	0%	197	0%
Total Renewable Energy	2,196,243	37%	1,972,995	35%

Total Energy Consumption

unit: GJ

Total	Energy Consumption
2025	5,982,760
2024	5,616,105

About our data

1.

Converted to MJ based on the standard methodology from the School of Oceanography, University of Washington: 1 kWh of electricity = 3.6 MJ.

2.

Converted to MJ units based on IEA standard methodology, 1 MMBTU = 1,055.06 MJ.

3.

Converted to MJ units based on IEA standard methodology, calorific value of LPG = 50,08 MJ/kg.

4.

Converted to MJ units based on IEA standard methodology, calorific value of coal = 20,650 MJ/tonne.

5.

Converted to MJ units based on IEA standard methodology, 1 litre of diesel oil = 34.89 MJ/L.

6.

Converted to MJ units based on IEA standard methodology, 1 litre of gasoline = 38.53 MJ/L.

7.

Converted to MJ units based on IEA standard methodology, calorific value of palm kernel shell = 17,220 MJ/tonne.

8.

Converted to MJ units based on IEA standard methodology, calorific value of candlenut shell = 25,456.20 MJ/tonne.

9.

Converted to MJ units based on IEA standard methodology, calorific value of firewood = 19,610 MJ/tonne.

10.

Convert to MJ standard methodology based on IRRI, calorific value of rice husk= 15.06 MJ/kg.

11.

Converted to MJ using National Institute of Standards and Technology (NIST) data based on International Association for the Properties of Water and Steam (IAPWS) formulations, calorific value of steam= 2,053.51 MJ/tonne.

12.

In our commitment to data integrity and transparency, Japfa has conducted a thorough review of our environmental metrics. The identified variance in 2024 gasoline data reflects our transition to reporting actual consumption in litres through refined standardisation and data cleansing. Consequently, 2024 figures have been restated to ensure year-on-year consistency. (GRI 2-4)

Water Preservation

Water is a shared and increasingly scarce resource, essential not only for production but for sustaining life. Recognising its critical importance, Japfa integrates responsible water management into its efficient production systems, ensuring the sustainable use of this vital resource while safeguarding availability for future generations. (GRI 303-1)

Through Life Cycle Assessment (LCA) studies and water scarcity footprint analyses, Japfa has identified water stewardship as a key focus area. A major milestone was achieved in 2024 with the completion of the ninth and final water recycling facility, fulfilling the targets of Japfa’s 2021 Sustainability-Linked Bond (SLB). These facilities enable the reuse of treated water across operations, reflecting the company’s commitment to circular water practices and resource efficiency. While operational challenges remain in further increasing reuse volumes, balancing efficiency, compliance, and regulatory requirements, Japfa continues to advance its water circularity strategy as part of its long-term sustainability journey.

Key initiatives include:



Water Recycling Facilities

Operational reuse of treated water to reduce freshwater withdrawal.



Rainwater Harvesting

Systems installed across operational sites in Indonesia and India supplement non-production water use, such as irrigation and cleaning, decreasing reliance on groundwater and surface water. Water lagoons are employed to store collected water, enhancing site-level water resilience.



Optimising Water Use

Continuous improvements in production utilities ensure water efficiency across operations.

Advancing Sustainable Aquaponics

Japfa continues to advance its aquaponics programme, which repurposes wastewater from aquaculture operations into a valuable resource for plant cultivation, reducing the need for conventional wastewater discharge into natural water bodies. Customers are provided with aquaponics towers and guidance, and the system has been expanded to support a wider variety of plant species, demonstrating circular economy principles in action, increasing its versatility, environmental benefits, and value to local communities.

Water Stewardship, Harnessing Rainwater and Water Circularity

Japfa actively implements rainwater harvesting systems across its operational sites, adapting approaches to local conditions in countries including Indonesia and India. In Indonesia, harvested rainwater is used to support non-production activities such as irrigation and cleaning, helping to reduce reliance on groundwater and surface water sources. In India, rainwater collection systems, including water lagoons at key facilities, store water from multiple sources to support operational requirements and strengthen water resilience.

Japfa manages water resources in compliance with applicable local regulations, ensuring that water withdrawal, effluent quality, and all other regulatory parameters are consistently met. This reflects the Company’s ongoing commitment to sustainable water stewardship, circularity, and responsible resource management across its operations. (GRI 303-2, 303-4)

We expanded our rainwater harvesting infrastructure in Indonesia, increasing the number of operational facilities from 8 in 2024 to 23 in 2025. Consequently, the volume of harvested rainwater rose by 33% year-on-year.

Wastewater Treatment Plants and Water Reuse

Across all operating countries, Japfa treats wastewater prior to discharge through the continued enhancement of its wastewater treatment plant (WWTP) capacity. Several feed mills and poultry farms in Indonesia are also equipped with advanced final-stage purification technologies to ensure discharged water consistently complies with environmental standards and regulatory requirements. A portion of treated water is further reused within operations to improve resource efficiency and reduce environmental impact, reinforcing Japfa’s commitment to responsible water stewardship and circular practices. (GRI 303-2)

In 2025, all nine of our SLB-related water recycling facilities reached full operational capacity. Combined with our non-SLB water recycling facilities, this enabled us to treat significant volumes of water, resulting in an increase of over 90% in our total water recovery compared to 2024.

Japfa’s water and wastewater management is a strong commitment to advancing water circularity and responsible water stewardship across its operations. Through the integration of rainwater harvesting, wastewater treatment and reuse, aquaponics, and advanced water management systems, the Company seeks to maximise water efficiency while reducing reliance on freshwater resources.

By promoting greater awareness and strengthening water and wastewater management practices throughout its operations, Japfa continues to enhance water conservation, support long-term resource resilience, and reinforce the sustainability of its production systems.

Rainwater harvesting in one of our facilities.

Water Withdrawal (GRI 303-3)

unit: Megalitre

Source	2025	2024
Groundwater - Fresh Water	11,328	10,106
Rainwater - Fresh Water	147	111
Third-party Water (Municipal Industrial) - Fresh Water	1,663	1,550
Total fresh water	13,138	11,767
Surface Water (River, Lake) - Other Water	2,696	2,287
Sea Water - Other Water	9,228	9,859
Total Other Water	11,924	12,146
Total Water Withdrawal	25,062	23,913

Water Discharge (GRI 303-4)

unit: Megalitre

Water Discharge by Destination	2025	2024
Groundwater	113	203
Surface Water ²	2,076	2,106
Third-party Water ³	322	320
Internal Use ⁴	487	280
Sea Water	0	0
Grand Total	2,997	2,908

unit: Megalitre

Water Discharge by Water Quality	2025	2024
Fresh Water (≤ 1000 mg/L TDS)	2,988	2,874
Other Water (> 1000 mg/L TDS)	9	34
Grand Total	2,997	2,908

Water Consumption

(GRI 303-5)

unit: Megalitre

2025	2024
22,065	21,004

About our data

Water withdrawal:

1. The data includes production, offices, and domestic usage.
2. Water sourced from groundwater, rainwater and third-party water are assumed to be freshwater (total dissolved solid/ TDS ≤ 1,000 mg/L).
3. Surface water and seawater are considered as treated non-consumable water (TDS > 1,000 mg/L).

Water discharge:

1. The data includes production (excluding India, Bangladesh, other BUs and Office).
2. Surface Water covers discharged to river.
3. Third-Party Water covers discharged to drainage and industrial canal, as well as sewer.
4. Internal Use covers utilisation for watering plant or cleaning.
5. The restatement of 2024 water discharge figures reflects improved data completeness and a transition from regulatory estimations to actual measurements, ensuring consistency across comparative periods. (GRI 2-4)

Emission and Waste Minimisation

Why It Matters

At Japfa, environmental responsibility begins within our own operations. We recognise that reducing emissions and minimising waste are essential to building resilient, efficient, and sustainable food systems. Guided by this commitment, we continuously strengthen our production processes, resource management practices, and operational innovations to reduce environmental impact while maintaining productivity and food security across Emerging Asia.

Through greater efficiency, circular resource management, and lower-carbon operations, Japfa strives to create long-term value for communities and the environment alike. These efforts reflect our belief that sustainable growth is achieved not only through what we produce, but also through how responsibly we operate.

Greenhouse Gases (GHG) Emission unit = tonne CO2e
(TCFD-Metrics-b) (GRI 305-1, 305-2, 305-3)

Category	2025	2024
Scope 1 GHG Emission (Direct)	91,852	98,939
Scope 2 GHG Emission (Energy Indirect)	748,338	699,697
Scope 3 GHG Emission (Other Indirect)	9,658,532	8,710,207

About our data

- Emissions were calculated using SimaPro software, utilising emission factors from the GHG Protocol and Ecoinvent secondary data, as well as the IPCC 2021 100a characterisation method.
- Scope 1: Based on total energy consumption within the organisation (excluding electricity). The scope has been expanded beyond poultry, aquaculture, and domestic (office) operations to also include Cattle Fattening, with the addition of waste management impacts across all operational units.
- Scope 2: Based on total electricity consumption within the organisation. The scope has been expanded beyond poultry, aquaculture, and domestic (office) operations to also include Cattle Fattening, providing a more comprehensive representation of our energy consumption. Additionally, our Scope 2 data has been enhanced through fine-tuning with country-specific metrics, transitioning from a single regional proxy to localised emission factors that more accurately reflect the local energy grids in each country. (GRI 2-4)
- Scope 3: Estimates for poultry operations, calculated based on production data for the reporting year and extrapolation of 2022 LCA project data, as the Scope 3 Carbon Calculator is still under development. The scope has been expanded to include emissions from partner activities, estimated based on the Company's own farms. Additionally, the scope was expanded by calculating waste treatment in aquaculture, cattle fattening, and other operating units.
- Despite a rise in production volumes in 2025, we recorded a year-on-year decrease in our Scope 1 emissions.
- Energy and emissions intensity have not yet been calculated due to the difficulty of determining an appropriate denominator, given the Company's highly diverse product portfolio, ranging from feed to processed products. (GRI 305-4)
- We continue to strengthen our efforts to monitor units using refrigerants and to ensure alignment with our sustainability objectives going forward. Related emissions will be further addressed in future sustainability reports.
- In 2025, the Company reduced Scope 1 emissions through the transition to process electrification, which contributed to an increase in Scope 2 emissions. (GRI 305-5)

Our Actions

Minimising Waste

In the agri-food sector, every unit of feed, raw material, and product represents valuable natural resources, energy, and effort. At Japfa, minimising waste is therefore a strategic priority and a key pillar of responsible production. By continuously improving efficiency across our operations, we seek to reduce resource loss, lower environmental impact, and strengthen the resilience and sustainability of our food systems. (GRI 306-1, 306-2)

✔ **Extended Producer Responsibility (EPR)**

Japfa actively embraces its responsibility for the full lifecycle of its products and packaging, in alignment with Extended Producer Responsibility (EPR) frameworks and applicable local regulations in the countries where it operates. Through this approach, the Company ensures that its materials are managed responsibly, supporting circular economy and improving overall efficiency.

In India, in compliance with EPR requirements, Japfa utilises guni bags and polypropylene (PP) bags across its operations. Rather than treating them as single-use materials, used bags are returned to suppliers for recycling and repurposing, extending their lifecycle and reducing environmental impact through multiple-use applications.

In Vietnam, Japfa monitors the consumption and use of empty bags and reports relevant data to regulatory authorities as required. These materials are safely collected, treated, and disposed of through approved third-party partners. By transparently reporting total packaging usage, Japfa ensures regulatory compliance while strengthening accountability and reinforcing its commitment to sustainable packaging and responsible waste management.



✔ Responsible Plastic Use and Circular Packaging Practices

Japfa recognises both the essential role of plastic packaging in protecting feed products and its associated environmental impact. In response, the Company has implemented measures to reduce plastic use and advance more sustainable packaging practices across its operations.

All feed plastic bags at PT Japfa Tbk are Halal certified, reinforcing the Company’s commitment to responsible and ethical operations.

At PT Japfa Tbk, feed packaging has been optimised through reduced thickness and length of plastic materials, achieving 5–7% raw material savings without compromising structural integrity. This is further supported by a transition from double-sided to single-sided lamination. All packaging improvements are rigorously tested in accordance with SNI standards to ensure quality and durability.

While designed for long-term use, used packaging is not recommended for reuse in feed storage, particularly by external parties, to maintain product safety and prevent contamination. At end-of-life, Japfa promotes structured collection and recycling initiatives to enable safe repurposing of materials and support circular economy outcomes.

In Myanmar, Japfa has introduced reusable, colour-coded plastic boxes for internal operations, reducing reliance on single-use packaging and improving operational efficiency. Collectively, these initiatives reflect Japfa’s commitment to responsible material use, waste reduction, and the advancement of circular packaging systems.

✔ Transform Waste into Value

Across our operations, Japfa works closely with certified partners to ensure responsible and sustainable waste management. In Bangladesh, maize dust is repurposed or sold, while in Myanmar, initiatives include returning polypropylene sacks to suppliers and collecting manure through collaboration with our farmers. By leveraging these partnerships, we redirect materials that would otherwise be discarded, creating a circular flow of resources that enhances operational efficiency, supports local communities, and reinforces our commitment to a sustainable, resource-conscious production system.

✔ Reducing Packaging Footprint through Bulk Silo Systems

In Vietnam, animal feed is delivered in bulk directly to on-site silos, eliminating the need for individual feed bags and significantly reducing packaging waste. Likewise, in Indonesia we utilise silo storage or jumbo bags to our company-owned farm for animal feed in its large-capacity feed operations, decreasing reliance on plastic packaging and promoting a circular approach to resource use. This initiative demonstrates how operational efficiency and sustainability can be integrated to minimise environmental impact.

✔ Internal Recycling

Our plastic woven bag unit in Indonesia implements an internal recycling system that captures threads, plastic sheets, and bags. These recycled materials are subsequently utilised to meet temporary packaging requirements.

✔ Reducing Dust and Odour Emissions

The Company has undertaken initiatives to mitigate dust emissions at its pharmaceutical plant by modifying powder packing machinery and reformulating products with the potential for dust generation within the powder packing line. Furthermore, at the disinfectant production line, a fume collector has been installed as a control measure to decrease odour emissions arising during the production process.

Zero Wastage Approach

Japfa recognises that every resource carries value. Across our operations - from farm to processing facilities - we are committed to minimising waste by maximising the utilisation of by-products and identifying new applications for materials that would otherwise be discarded.

This zero-waste mindset reflects Japfa’s commitment to circular economy principles, operational efficiency, and sustainable production, ensuring that resources are used responsibly and value is continuously created throughout the value chain.

✔ Transforming Organic Waste into Valuable Resources

Japfa demonstrates its commitment to circular economy practices by converting poultry organic waste into valuable resources.

In Indonesia, biodigesters support this approach by transforming manure into organic fertiliser. At the commercial poultry farm in Serang, a large-scale biodigester operates in conjunction with a water circulation system that enables the reuse of water for manure flushing. In addition, the Compo Tower composting system processes manure on-site, helping to reduce waste, conserve freshwater resources, and lower ammonia emissions.

These integrated solutions enhance resource efficiency, minimise environmental impact, and reinforce Japfa’s commitment to sustainable and responsible production practices.

In Vietnam, biodigesters have been deployed across farms to improve poultry manure management. While adoption and operational capacity vary by region, these systems convert manure into organic fertiliser while helping reduce methane emissions from manure decomposition. Similarly, in India, semi-solid litter from farms is transformed into organic fertiliser.



JSIA Best Waste Treatment Winner: Biodigester for Biogas and Organic Fertiliser

Recognised as the Best Waste Treatment Innovation in the Japfa Sustainability Innovation Awards (JSIA) 2025, this project offers a scalable approach to poultry manure management - by converting waste into renewable energy and high-value organic fertiliser.

Through an anaerobic biodigester system, chicken manure is processed to generate biogas that can be used for heating and other energy needs while the remaining liquid digestate is recovered and applied as organic fertiliser, to improve soil health and reduce dependence on chemical inputs.

The innovation delivers meaningful environmental benefits by reducing waste emissions and mitigating greenhouse gases, including methane (CH₄) and nitrous oxide (N₂O), both of which have high global warming potential. It also helps prevent air and water pollution while strengthening Japfa's commitment to circular economy practices and sustainable resource management.



JSIA Favourite Winner: Transforming Poultry Waste into Organic Fertiliser



Recognised as the JSIA 2025 Favourite Winner, this initiative demonstrates how practical, on-the-ground solutions can transform environmental challenges into meaningful opportunities for value creation.

Each year, Japfa's farms and hatcheries in Indonesia generate approximately 60,000 tonnes of organic waste, primarily comprising chicken manure and eggshell residues. Without appropriate treatment, this waste could contribute to emissions and negatively impact soil and groundwater quality. Rather than treating it as a liability, the initiative repositions this output as a resource by converting it into high-quality organic fertiliser through an anaerobic fermentation process.

The pilot project, implemented in collaboration with a farmers' group in Purwakarta, Indonesia, quickly demonstrated strong potential. Within two months, more than 2,000 kg of organic fertiliser was produced and sold, receiving positive feedback and strong interest from local farmers. Beyond the operational outcomes, the initiative has fostered new partnerships and community engagement, supporting a more circular and locally driven approach to waste management and resource recovery.

✓ Repurposing By-Products for Circular Value: From Egg Waste to Fish Feed

In India, egg waste is repurposed by local third-party into ingredients for fish feed, transforming waste into valuable resources and supporting a circular approach to production.

✓ Maximising the Value of Every Fish

At Japfa’s tilapia processing unit, no part of the fish goes unused. Fish heads are sold domestically, fish skin is exported for collagen and gelatin production across various industries, and fish bones are processed by third parties into fish meal and fish oil. This comprehensive utilisation exemplifies resource efficiency, waste minimisation, and sustainable production practices.

✓ Poultry By-Product Utilisation

In Indonesia, we collaborate with third parties to repurpose poultry by-products into value-added product. For instance, feathers are processed into feather meal, while residual blood is converted into blood meal.

These initiatives demonstrate Japfa’s relentless drive to integrate circular economy principles, sustainable practices, and environmental responsibility across all operations, creating lasting value for communities, ecosystems, and the company alike.



Waste recording in one of our facilities.

Non-Hazardous Waste Utilisation and Hazardous Waste Management

Waste by Type and Disposal Method (GRI 306-2, 306-3, 306-4, 306-5) unit = tonne

Management of Non-Hazardous Waste	2025	2024	Management of Hazardous Waste	2025	2024
Diverted from Disposal			Stored at internal temporary hazardous waste storage	802	1,423
Reused	7,569	7,363			
Recycled	0	0	Distributed to licensed third-party	703	1,113
Composting	150	250			
Distributed to third-party	141,441	120,633			
Donated/given	94,214	79,853			
Sold	47,227	40,780			
Total Diverted from Disposal	149,160	128,246			
Directed to Disposal					
Incinerated	1,443	1,354			
Landfill	6,725	6,247			
Total Directed to Disposal	8,168	7,601			
Total Non-Hazardous Waste Generated	157,328	135,847			

Total Waste Generated	2025	2024
Non-Hazardous Waste	157,328	135,847
Hazardous Waste	802	1,423
Total Waste Generated	158,130	137,269

About our data

- The data is consolidated from units: Tbk Poultry, Tbk Aquaculture, Tbk Beef, Vietnam Swine, Vietnam Poultry, Myanmar Poultry, India Poultry, Bangladesh Poultry.
- The restatement of 2024 waste figures reflects the rectification of classification discrepancies between incineration and landfill methods following a thorough data cleansing exercise. (GRI 2-4)
- Total hazardous waste generated is the volume recorded upon entry to the Company’s temporary storage facility.

In 2025, total waste generation increased in line with the Company’s operational growth. Notably, hazardous waste decreased by 37% compared to the previous year, reflecting improved environmental performance across operations.



6

PEOPLE DEVELOPMENT

Our employees, farmer partners, and the communities we serve are the people who drive our journey, forming the foundation of our capability to produce food that is affordable, accessible, and ever more sustainable.

Our Approach



Employees

A safe, inclusive, and supportive workplace enables employees to thrive, grow, and transform ideas into practical innovations through structured learning and development opportunities.



Farmers

Japfa strengthens its farming partnerships by providing training, technical support, and quality inputs that help farmers improve productivity, reliance, and long-term capability building.



Community and Planet

Beyond its operations, Japfa extends its commitment to people and the planet through education, environmental stewardship, and meaningful community partnerships that support those in need and contribute to shared sustainable development.

Highlights of 2025

Japfa Innovation Awards

In 2025, we launched our first Japfa Innovation Competition, encouraging employees to turn ideas into practical solutions. Strong participation showed how deeply innovation is embedded in our culture, driving efficiency, advancing sustainability, and reinforcing shared growth across the organisation.

Empowering Our Workforce through Continuous Learning

In 2025, we intensified our investment in targeted training programme to equip our workforce with future-ready skills, driving significant growth in both total training volume and individual participation.



17.3 Hours Employee

Increased from 11.5 hours per employee in 2024.



56%

Total training hours increased from 433,927 to 675,803 in 2025.

JAPFA Scholarship for the Nation 2025

Japfa, together with Yayasan Edufarmers International, launched the Japfa Scholarship for the Nation 2025 to expand education access for employees' children and youth across Indonesia. that support long-term talent development and UN SDG 4: Quality Education.



422

Scholarship Granted

Japfa Care & Share Programmes

Japfa partnered with the Vietnam Fatherland Front Committee of Long Ha Commune to launch the Care & Share Programme, supporting 80 farming families in Dong Nai.



14,000

Day-Old Chicks (DOCs) Provided



80

Farming Households Reached

Employees

Why It Matters

At Japfa, our employees are the heart of our vision of **Growing Towards Mutual Prosperity**. To help them carry this vision forward, we strive to create the right conditions for success - a safe, conducive and inclusive workplace where every individual can thrive. Within this supportive environment, we invest in capability building through structured learning and leadership development, ensuring that our people feel confident and empowered to make a difference. The result is a workforce that not only brings fresh ideas but also turns them into practical innovations, driving performance, strengthening sustainability, and ensuring long-term business resilience.



Japfa employees at the Japfa The Learning Centre (JTLC).

Our Actions

Building Skills, Driving Innovation

At Japfa, capability is not left to chance, it is intentionally cultivated. We take responsibility for enabling our people to grow alongside the Company by mapping clear learning pathways, setting measurable training goals, and offering the coaching and tools they need to succeed. As skills deepen, teams become more agile, solve problems with greater creativity, and deliver stronger performance. Development at Japfa is a shared journey where employees build meaningful careers while contributing to a culture of continuous improvement, innovation, and collective progress.

Japfa Innovation Awards - Celebrating Ideas that Power Sustainable Growth

Japfa Innovation begins with our people. In 2025, we launched the Japfa Innovation Competition, inspiring employees to turn great ideas into real-world solutions. The enthusiastic participation and creativity of our teams reflected how innovation is truly embedded in our DNA, driving efficiency, strengthening sustainability, and elevating operational excellence across the Group.

This year's winners embody the Japfa spirit where collaboration, ingenuity, and shared purpose come together to create meaningful impact.



Sustainable Science, Local Strength By Vaksindo & SBU EPI

Innovation

Locally-sourced plant-based adjuvant to replace imported mineral oils in veterinary vaccines.

Impact

- Boost vaccine performance
- Reduces cost and import reliance
- Enhances supply chain resilience
- Supports domestic sourcing and sustainability



Smarter Logistics, Greener Operations By Feed-Sragen

Innovation

Japfa In Out Truck System (JIOTS) automates truck flows using RFID, voice prompts, and display screens integrated with ERP.

Impact

- Streamlines logistics and reduces delays
- Eliminates paperwork
- Improves accuracy and efficiency
- Reduces environmental footprint



Data that Drives Sustainability By Feed-Sidoarjo

Innovation

SMART-DV, a real-time data visualisation platform integrated with PLCs.

Impact

- Tracks equipment efficiency instantly
- Strengthens OEE (Overall Equipment Effectiveness) tracking
- Eliminates manual data entry
- Drives data-led, sustainable decision-making

A Big Thank You to All Participants!

Your creativity and passion continue to push boundaries, proving that innovation and sustainability grow stronger together at Japfa.

Growing People, Growing Prosperity

✓ JOURNEX - Empowerment Through Continuous Learning and Growth

Japfa is committed to building a capable, future-ready workforce by fostering a strong culture of continuous learning and development. Introduced in 2024, Journex, the Company's Learning Management System, serves as a central platform that standardises training, expands access to knowledge, and enables comprehensive tracking of employee development across on-the-job training, external courses, and total learning hours.

In 2025, Journex was further enhanced to strengthen learning effectiveness and user experience. The platform now offers a broader range of training content, including ESG, Occupational Health & Safety (OHS), leadership, and digital skills, reinforcing Japfa's commitment to holistic capability building and responsible business practices. Complementing this, the Top Learner initiative recognises and encourages self-driven learning, empowering employees to take ownership of their growth and development.

Through Journex, Japfa is cultivating a continuous learning culture that equips employees with the skills and mindset to contribute to the Company's sustainability ambitions, while advancing shared growth and long-term prosperity.

Highlight



6,050

Employees accessed the Journex platform.

675,803

training hours were recorded on Journex in 2025.

Enhancing Data Governance Through Personal Data Protection

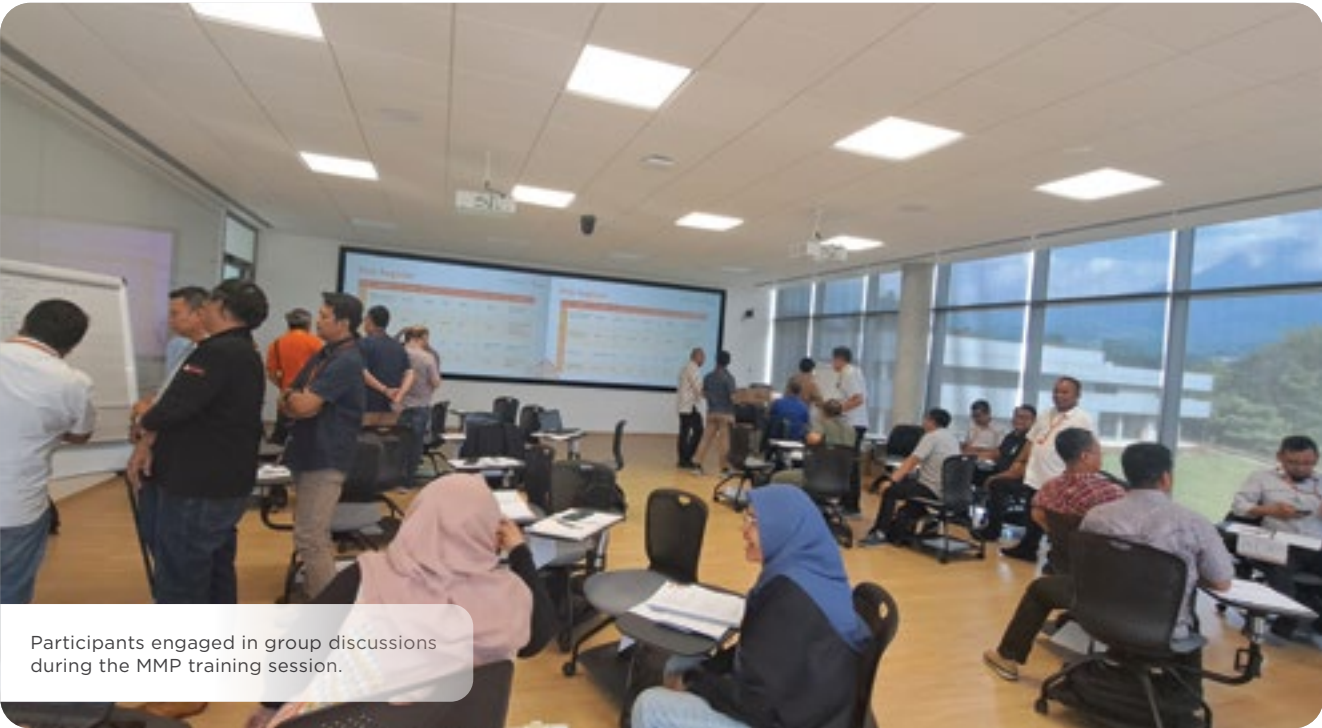
Japfa is strengthening data governance across the region with a consistent, risk-based approach. In Vietnam, we have formalised Personal Data Protection through a Personal Data Protection Act (PDPA) that translates regulatory requirements into clear, day-to-day guidance. To improve adoption on the ground, a pocket-sized edition is distributed to employees.

In India, we are aligned with the Digital Personal Data Protection (DPDP) Act by designing policies and systems that work best within Japfa India.

Together, these efforts create a Group-wide baseline for privacy, security, and accountability. This integrated framework ensures personal data is handled lawfully, reduces regulatory and operational risk, and builds stakeholder trust across all our operations.

✓ **Facilitating Continuous Structured Learning** (GRI 404-2)

We believe that people development is the foundation of sustainable growth. We cultivate our employees’ potential through structured, tiered learning programmes designed to nurture leadership, strengthen technical expertise, and embed a sustainability mindset across all levels of the organisation. What sets Japfa apart is our commitment to ensuring that every learning journey, from factory floor to boardroom, translates into real-world impact for both our people and the communities we serve. Reflecting this commitment at the highest level, our directors have completed training programmes focused on sustainability matters. (GRI 2-17)



Corporate Development Programmes

Japfa’s corporate development programmes are designed to build leadership capability at every level of the organisation, strengthening functional expertise, strategic thinking, and alignment with long-term sustainability objectives.

1. Orientation

Induction Programme

Introduces new employees to Japfa’s business model, portfolio and value chain, embedding the Company’s values and ESG principles from day one.

DOLPHIN (Values Programme)

Deepens understanding of Japfa’s values, translating them into practical, day-to-day decision-making to strengthen ethical leadership and responsible business conduct.

2. Development

Foundation Programme (FP)

Equips junior managers with essential capabilities, including company orientation, Japfa values, leadership fundamentals, teamwork, problem-solving and time management – laying the groundwork for confident, value-driven leadership.

Middle Management Programme (MMP)

Build cross-functional acumen in marketing, human resources, operations, project management and finance, preparing middle managers to navigate complex business environments and integrate sustainability considerations into strategic decision-making.

Senior Management Programme (SMP)

Strengthens strategic leadership and decision-making empowering senior managers to lead high-performing, inclusive, and resilient teams aligned with Japfa’s long-term sustainability goals.

3. Business Skills

Japfa’s business skills training is structured into three core categories, with modules tailored to specific management levels and professional requirements:

General

This category focuses on soft skills and emotional intelligence across all levels of management. Key areas include interpersonal communication, stress management, team collaboration, and empathetic leadership. These programmes are designed to foster a harmonious workplace, drive productivity, and deepen employee engagement throughout our operational units.

Quality, Health, Safety, and Environment (QHSE)

Japfa provides specialised training to reinforce quality governance and performance. This curriculum encompasses environmental management systems, occupational health and safety (OHS), as well as integrated quality and productivity management frameworks.

Technical (Division or Unit Specific)

Tailored to the unique needs of each division and unit, this training ensures consistent and reliable operational standards. The scope includes digital skills and data literacy to empower data-driven decision-making, enhance work efficiency, and support the Company’s broader digital transformation strategy.

4. Conferences

Japfa conducts non-routine conferences and workshops aligned with organisational priorities – covering areas such as pre-retirement planning, financial literacy. Delivered through interactive formats such as webinars, workshops, case studies, and simulations, these programmes prepare our employees to navigate complex business challenges while simultaneously advancing Japfa’s sustainability strategy and contributing to the Company’s long-term resilience.

Division Development Programmes

Division-specific training programmes are tailored by each respective business unit to address their unique operational requirements and technical competency needs. These programmes include:

1. Specialised Technical Skills

Offers specialised training in biosecurity, feed management, housing systems, and digital literacy to support data-driven decision-making and operational excellence.

In Vietnam, technical learning is further reinforced through creative engagement programmes such as the Biosecurity Competition, Productivity Contest, and Cultivating a Civilised Work Lifestyle campaign - embedding Standard Operating Procedures (SOPs) and nurturing a culture of discipline, pride, and teamwork at every level.

2. Transition Programmes

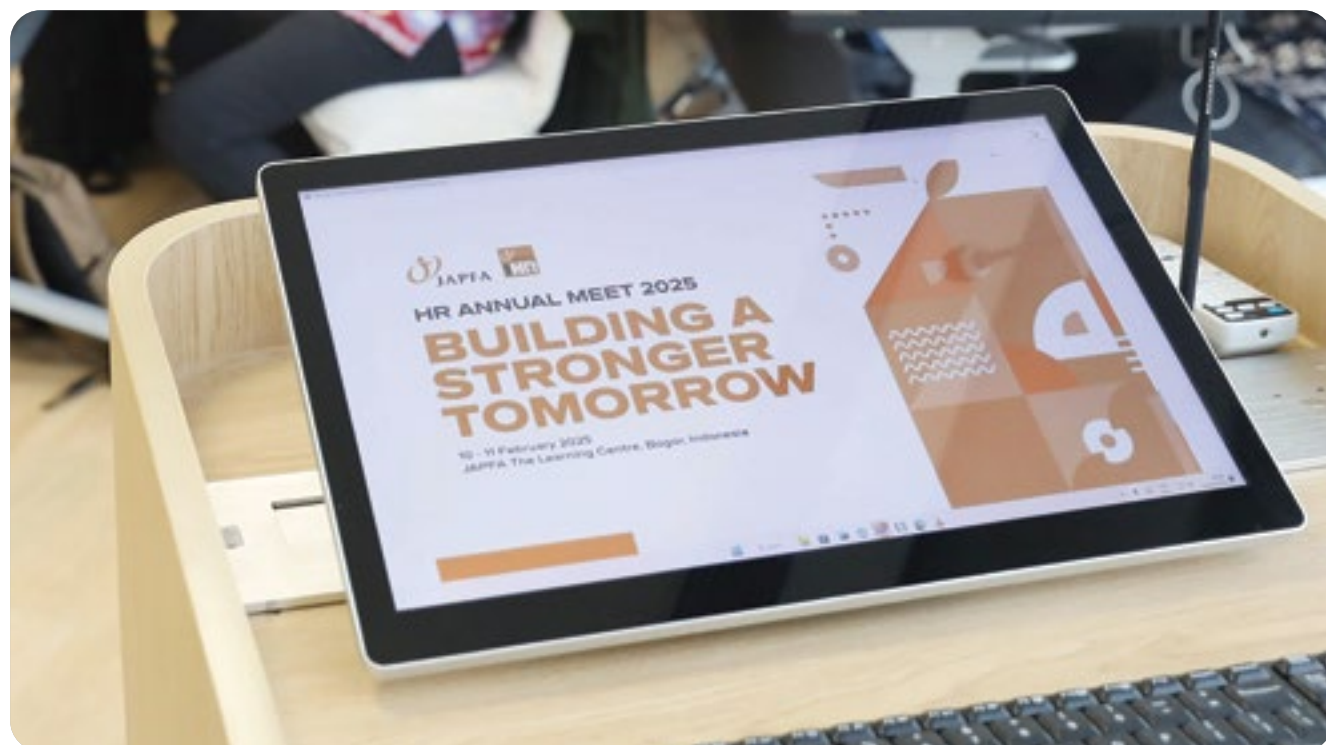
Our transition programmes for employees advancing to new job levels are designed to ensure competency readiness prior to assuming expanded responsibilities. Through a structured curriculum encompassing both technical and soft skills, participants undergo a monitored development process.

Training Hours (GRI 404-1)

Employee Category	2025			2024		
	Total Hours	Headcount	Average Hours	Total Hours	Headcount	Average Hours
Middle Management & Above						
Male	67,601	1,445	46.8	52,107	1,396	37.3
Female	13,414	370	36.3	13,126	334	39.3
Subtotal	81,015	1,815	44.6	65,232	1,730	37.7
Operator & Junior Management						
Male	425,296	30,847	13.8	268,991	29,984	9.0
Female	169,492	6,316	26.8	99,703	6,124	16.3
Subtotal	594,788	37,163	16.0	368,694	36,108	10.2
Total						
Male	492,897	32,292	15.3	321,098	31,380	10.2
Female	182,906	6,686	27.4	112,829	6,458	17.5
Grand Total	675,803	38,978	17.3	433,927	37,838	11.5



Employee training at JTLC.



✓ Performance Monitoring

Japfa conducts structured two-way performance reviews to ensure continuous alignment of individual development with organisational objectives. Insights from these reviews are used to inform employee development plans and support structured career progression, strengthening talent development and long-term organisational capability.

✓ Developing Local Talent through Apprenticeships

In India, Japfa supports youth employment and skills development through the National Apprenticeship Promotion Scheme (NAPS). Apprentices are provided with structured, hands-on, cross-functional exposure that enables them to build practical capabilities and transition effectively into full-time roles. This initiative strengthens the pipeline of skilled local talent while contributing to inclusive economic development and sustainable livelihoods in the communities where Japfa operates.

In Vietnam, Japfa collaborates with universities through coaching programmes and scholarships aimed at identifying and nurturing future talent for the agricultural and food production workforce. These engagements help bridge the gap between academic learning and industry needs, while fostering early-career development opportunities across the region.

Japfa's learning ecosystem is designed to be developmental and long-term, integrating leadership, ethics, and sustainability across all levels of training. This approach empowers employees and young professionals to contribute meaningfully to innovation, safety, and sustainability, while supporting Japfa's broader commitment to shared growth and mutual prosperity across its communities.



My internship at Japfa has been a meaningful experience where I felt welcomed from day one and supported as a true member of the team, never feeling like just an intern.

- Aiman | Intern at Japfa Group

I was given the opportunity to work on AI projects with real impact, helping to improve safety and efficiency across our operations. Visiting the farms showed me how our technology is used in real conditions and gave me a deeper appreciation for the work of our operational teams. I also travelled across countries to collaborate with colleagues across the region and joined events like Innovation Day at the JTLC. With strong mentorship and hands-on learning, this has showed me how much JAPFA invests in developing young talent.



My internship journey at Japfa has been incredibly rewarding. I appreciate my supportive supervisors and teammates who made me feel like a part of the team.

- Nichole | Intern at Japfa Group

I was also given the opportunity to work on impactful innovations, supported by a team that encourages genuine growth. One major highlight of my internship is travelling to Vietnam and working with operational farm staff. It helped me to understand the problems they were facing and create solutions that actually improve their processes. I have learned so much from collaborating with colleagues across different countries. I am grateful to work for a company like Japfa that values intercultural collaboration and empowers interns to make a real difference.

✓ Management Trainee Programme



Employee training at JTLC.

Japfa's Management Trainee Programme develops the next generation of leaders through structured rotations, real-world project exposure, and dedicated coaching. Partnerships with universities further strengthen participants' academic and technical foundations, while mentorship fosters leadership capability, ethical awareness, and professional maturity.

Regular performance reviews support continuous development and accountability, ensuring steady progression within the programme. Together, these elements build a strong, values-driven leadership pipeline equipped to support Japfa's long-term sustainable growth.



Vidyasagar Appukuttan (VS), Director and Financial Controller of Japfa Comfeed India Pvt. Ltd., had an interview with Corporate Citizen, one of Pune's leading management institutes following his invitation to address students beginning their MBA journey. Speaking to young professionals at the start of their careers, VS offered a perspective rooted in purpose, responsibility, and the belief that every role can contribute to positive change. In the interview, VS emphasises that finance is not merely about analysing numbers, but about understanding the people, decisions, and impact behind them.

This mindset mirrors Japfa's sustainability approach, where long-term value is created by balancing performance with care for communities, the environment, and future generations. As one of Japfa's Sustainability Champions, VS exemplifies how leadership grounded in empathy, integrity, and accountability can strengthen both business resilience and societal progress. His message to the students - focus on people, stay curious, and use your skills to uplift others - aligns closely with Japfa's Sustainability Pillars, which prioritise responsible growth, community well-being, and environmental stewardship.

Sustaining a Safe, Healthy Workplace

A truly sustainable company starts with a safe, healthy, and empowered workforce. Protecting our people is not only a moral duty, it is fundamental to maintaining productivity, ensuring business resilience, and upholding our ESG commitment to responsible operations. Our safety culture goes beyond compliance; it is a shared value embedded in every routine, every site, and every decision across the Group.

✓ Robust Occupational Health and Safety Management System

Japfa's Occupational Health and Safety Management System (OHSMS) is built to prevent incidents, safeguard well-being, and ensure operational excellence. We adopt a proactive approach - identifying hazards early, fostering accountability, and embedding a safety-first mindset across all operations. The system is designed to protect our employees and all individuals within the Company's premises. (GRI 403-1, 403-2, 403-8)

Our OHS framework integrates international standards and local best practices to protect people and promote workplace resilience:

- **ISO 45001:2018:** Occupational health and safety management systems to align with global OHS standards
- **Hazard Identification Risk Assessment & Determining Control (HIRADC):** Systematic, standardised process to manage and mitigate workplace risks
- **SMK3 Certified:** Compliance with Indonesia's national OHS regulations, ensuring robust implementation. To uphold and continually improve this standard, we established an internal Japfa initiative INSPEKTA (Safety Investigation and Remediation Programme). INSPEKTA is a workplace incident investigation programme designed to analyse incidents (fishbone analysis), identify root causes, and implement corrective and preventive measures to avoid recurrence, turning lessons learned into stronger safety performance.
- **Infectious Disease Preparedness Procedures:** Established to safeguard employee health in response to emerging health threats
- **Hazard and Operability Study (HAZOP):** To assess and manage process-related hazards (GRI 403-2)

✓ Continuous Learning for Safe Work

Effective safety management begins with education. Japfa's OHS curriculum is built around real-life needs, ensuring employees have the knowledge, judgement, and confidence to act safely and responsibly in every situation. Training content is continuously reviewed and refreshed to ensure it remains relevant and impactful, empowering our teams to stay prepared, resilient, and capable of maintaining safe and sustainable operations. (GRI 403-5)

Our 2025 OHS training included:

- ✓ **Refresher Training** – Reinforcing foundational OHS and safety leadership standards.
- ✓ **Specialised Training** – Targeted modules for high-risk units to strengthen site-specific risk management.
- ✓ **Certification** - Aligned Modules – Designed around ISO 45001, BAP, and ASC standards to link learning directly to regulatory and operational excellence.
- ✓ **OHS Drills** – Routine emergency preparedness programmes, including fire safety, evacuation drills, and electrical hazard prevention during the rainy season.

✓ **Safety Governance at Scale**

The Japfa OHS Committee plays a central governance role in managing and implementing OHS practices across all operations. In 2025, the committee expanded to 4,967 employees. This growing participation reflects a deepening employee-driven culture of care, where everyone - from management to the production floor - contributes to maintaining a safe, accountable workplace. (GRI 403-4)

HSE Champions Programme

Trains internal safety leaders with advanced OHS&E (K3LH) competencies through blended learning (online, onsite, and self-learning). These champions spearhead safety excellence across divisions, ensuring that our sustainability goals are realised on the ground. Our OHS framework is not confined to procedures - it empowers employees to be active co-owners of safety, transforming compliance into collective responsibility.

In 2025, the HSE Champions Programme delivered 17 training modules to 83 participants, totaling 10,547 learning hours across Indonesia.

✓ **Health, Safety, and Environment (HSE) Forum**

This forum serves as a strategic platform for discussing OHS best practices and facilitating knowledge exchange among HSE teams across all divisions and units. Additionally, it features insight-sharing sessions on emerging sustainability trends. The 2025 HSE Forum was held on 26-27 February at the Japfa Learning Centre (JTLC).

✓ **Occupational Health and Safety Audits**

Annual internal and external OHS audits are conducted in several countries of operation to ensure system integrity and compliance. Audit findings guide corrective actions and feed into continuous improvement cycles, strengthening Japfa’s ability to maintain world-class safety standards and transparent reporting. The scope covers OHS policy, risk and programme planning, and execution of operational procedures.

✓ **Supporting Overall Employee Well-being**

Japfa takes a holistic approach to well-being that integrates physical health, mental resilience, and emotional balance. We aim to create a workplace where people not only stay safe - but thrive personally and professionally. Our initiatives include: (GRI 403-3, 403-6)



Health Monitoring & Medical Risk Management: Regular health checks, ergonomic assessments, and proactive risk management to prevent illness and injury. (GRI 403-7)



Safety Equipment & Infrastructure: Comprehensive availability to Personal Protective Equipment (PPE), first aid kits, fire extinguishers and alarms, and safety signages at all sites.



Hazard Reporting & Safety Communication: Encouraging employees to speak up through near-miss campaigns, safety talks, biosecurity briefings, and Safety Reminders published in the monthly newsletters to employees. (GRI 403-2)



Physical Fitness and Healthy Lifestyle Programmes: Group-wide sports events (football, running, padel, badminton, yoga, etc.), Trauma Releasing Exercises (TRE), and Mindfulness Workshops that promote holistic wellness and resilience.



Keeping Our People Safe in Challenging Conditions: Japfa remains committed to ensuring the safety and stability of its operations in Myanmar amid the evolving regional situation. Workforce adjustments were carried out with a structured and supportive transition process. We continue to maintain transparent communication with affected employees and reaffirm our intention to explore re-engagement opportunities once the operational environment stabilises.



Japfa Runners

A wellness initiative where employees represent Japfa in national and international running events, promoting teamwork, and a healthy, high-energy culture.

Our well-being programmes are not side initiatives but part of our core business strategy, designed to sustain a healthy, motivated, and high-performing workforce even in complex environments.

✔ Data-Driven OHS Transparency

Transparency drives accountability. Through the Japfa Sustainability Reporting System (JSRS) platform, business units can submit their environment and OHS data digitally. These data are analysed using Sustainalitics, our in-house analytical tool to identify trends, assess risks, and track improvements. Regular reviews ensure lessons are shared and acted upon, fostering continuous learning and preventive action at scale.

Work-Related Injuries (GRI 403-9)

2025

Type of Injury		Fatal	Severe	Moderate	Light	Total Injury	Total Work Hours
PT Japfa Tbk	Number	2	3	250	166	421	77,906,097
	Rate (AFR)*	0.03	0.04	3.21	2.13	5.40	
Japfa Vietnam	Number	0	0	3	1	4	4,289,163
	Rate (AFR)*	0.00	0.00	0.70	0.23	0.93	
Japfa Myanmar	Number	0	0	0	0	0	842,216
	Rate (AFR)*	0.00	0.00	0.00	0.00	0.00	
Japfa India	Number	0	0	0	0	0	864,255
	Rate (AFR)*	0.00	0.00	0.00	0.00	0.00	
Japfa Bangladesh	Number	0	0	1	0	1	257,543
	Rate (AFR)*	0.00	0.00	3.88	0.00	3.88	

2024

Type of Injury		Fatal	Severe	Moderate	Light	Total Injury	Total Work Hours
PT Japfa Tbk	Number	0	4	191	242	437	75,517,511
	Rate (AFR)*	0.00	0.05	2.53	3.20	5.79	
Japfa Vietnam	Number	0	0	0	0	0	3,605,181
	Rate (AFR)*	0.00	0.00	0.00	0.00	0.00	
Japfa Myanmar	Number	1	0	0	0	1	1,942,225
	Rate (AFR)*	0.51	0.00	0.00	0.00	0.51	
Japfa India	Number	0	0	0	0	0	784,643
	Rate (AFR)*	0.00	0.00	0.00	0.00	0.00	
Japfa Bangladesh	Number	0	0	0	0	0	212,836
	Rate (AFR)*	0.00	0.00	0.00	0.00	0.00	

*AFR: Accident Frequency Rate

About our data

1. The injury data is measured per 1,000,000 working hours.
2. Based on data documented in JSRS, the causes of accidents are caused by unsafe actions amounting to 91.4% and unsafe conditions amounting to 8.6%.
3. In 2025, with deep regret, the Company recorded two cases of fatal work accidents that occurred in operational units. The Company views seriously every safety incident and continues to strengthen the OHS culture as part of the commitment to safe and responsible operations.
4. Every incident undergoes a thorough investigation to identify the root cause, as well as areas for evaluation and improvement. Following an incident, we take serious action and carry out follow-up measures through the improvement of work systems and procedures, the strengthening of risk control, as well as the enhancement of OHS competency and awareness among workers in order to prevent the recurrence of similar incidents.
5. The 2024 total work hours data has been restated to accurately reflect improvements in our data collection and reporting accuracy. (GRI 2-4)

Japfa’s approach to workplace safety and well-being goes beyond compliance. It is a comprehensive ecosystem built on prevention, participation, and purpose. By integrating data-driven management, continuous learning, and holistic well-being, we want every employee to be protected, empowered, and to grow safely with the Company.



Japfa HSE National Forum.



HR Annual Meeting.

Empowering Diversity, Inspiring Innovation

Diversity is the foundation of creativity, innovation, and sustainable growth. We believe that true diversity begins from within, shaped by the unique backgrounds, experiences, and ideas of our people. Guided by our Japfa Diversity Policy, we are committed to providing equal opportunities and fostering an inclusive culture where every voice is valued, respected, and empowered to contribute. (GRI 2-23)

What sets Japfa apart is how inclusion is embedded into everyday practice across our operations. In Vietnam, for instance, workplace policies, endorsed by national authorities, uphold fair labour standards while explicitly prohibiting discrimination, child labour, labour abuse, and sexual harassment. This ensures not only compliance but also a workplace rooted in dignity and trust. (GRI 408-1, 409-1)

By championing diversity as a driver of innovation, Japfa nurtures teams that think differently, collaborate meaningfully, and deliver sustainable solutions that strengthen both our people and our business for the long term.

Japfa’s Signature J Hand Gesture

Our ‘J’ hand gesture is more than just a sign. It is a unifying expression of our shared purpose and values, capturing the essence of our culture – humility in leadership, respect of every individual, and commitment to building a sustainable future together.

Justice & Equality

The ‘J’ stands for Justice & Equality, two principles that shape our approach to building a fair, inclusive, and respectful workplace. It reflects our dedication to ensuring that every voice is heard and every contribution valued.

Humble Leadership

The phrase “Stand tall but never forget who holds you up” calls on our leaders to practice humility, acknowledging the essential efforts of employees on the ground. True leadership, we believe, flourishes when it recognises and uplifts those who make the work possible.

Recognition of Collective Effort

Our success is built on teamwork. The ‘J’ gesture is a daily reminder to celebrate the contributions of every individual, fostering a culture of mutual respect and reinforcing the principle that a strong foundation is the key to sustainable growth.

A Value-Driven Organisation

Beyond profit, the ‘J’ reflects Japfa’s commitment to being a value-driven company, prioritising sustainability, inclusivity, and community well-being. It signals our pledge to create long-term positive impact for our people, our partners, and the communities we serve.



Stand tall with pride, but never forget those who support you from below. Respect them, embrace them, and grow forward together.

This simple yet profound gesture serves as a daily reminder that our strength lies not only in performance but in the people and the principles that uphold it.

Streamlining Human Resource Processes Through Digitalisation

Digital transformation in Human Resources is a cornerstone of Japfa’s commitment to building a productive, equitable, and future-ready workplace. As a Group with a diverse and widespread workforce, we harness technology to create HR systems that are transparent, inclusive, and responsive to people’s evolving needs.

In 2025, Japfa advanced its HR digital ecosystem through a comprehensive review of all processes and Standard Operating Procedures (SOPs). This initiative aims to strengthen consistency, efficiency, and fairness across the organisation while embedding sustainability through paperless, fully integrated systems accessible to all employees - from headquarters to remote operating units. (GRI 2-24)

Our digitalisation journey continues across countries. In India, recruitment has shifted to a paperless process through PeopleStrong, supported by the development of a unified HRMS platform for the Group. In Bangladesh, attendance and leave management have successfully transitioned from manual records to digital systems, improving accessibility and accuracy.

✔ Japfa Electronic Travel System (JETS) and Japfa Time Integrated System (JTIS)

We continue to enhance JETS and JTIS, which streamline business travel, attendance, and workforce management in Indonesia. In 2025, JTIS was upgraded with a Mobile Attendance App, allowing employees to clock in and out anytime, anywhere - improving accuracy, accountability, and work flexibility. These digital workflows integrate seamlessly with finance systems, reduce paper consumption, and enable real-time monitoring - reflecting Japfa’s drive to build a connected, efficient, and people-centred organisation.

Nurturing Together a Fair and Supportive Workplace (GRI 401-2, 401-3)

A sustainable business is built on the well-being of its people. A safe, fair, and supportive workplace allows our employees to thrive - physically, mentally, and socially - while driving performance and resilience across our operations.



Employee training.

Happy People Programme: Cultivating Well-being from Within

Employee well-being lies at the heart of Japfa’s human capital strategy. Recognising that happiness fuels engagement and productivity, we launched the Happy People Programme, a holistic framework designed to nurture health, connection, and growth at every level of the organisation.

Purpose
The programme strengthens physical and mental well-being, deepens social bonds, fosters inclusivity, and supports continuous capability development - ensuring our people remain motivated, resilient, and future-ready.



Four pillars

Me	Us	Place	Work
Encouraging personal well-being through regular sports, healthy competitions, and Health Talks with practitioners or wellness influencers.	Fostering camaraderie through cultural events, competitions, and the celebration of major holidays.	Creating a safe, comfortable, and inclusive work environment where everyone feels valued and respected.	Promoting growth and productivity through continuous training, mentoring, and professional development.

Impact
Through participation in these wellness initiatives, we embed a culture of inclusivity and care. The programme supports holistic well-being - physical, mental, and social -while future-proofing Japfa with sustainable people development and operational excellence.

✔ Fair Opportunities and Equitable Rewards

At Japfa, fairness and equality are embedded in every stage of the employee journey, from recruitment to career advancement and remuneration. We believe that creating a just and inclusive workplace begins the moment a candidate applies and continues throughout their professional growth within the company.

Our fully digitalised, transparent, and standardised recruitment process ensures that every applicant is evaluated fairly and solely on merit. By removing bias and enhancing accountability, this system strengthens our commitment to equal opportunity, ethical employment, and inclusive growth, enabling us to attract diverse talent that reflects the communities we serve.

Once onboard, employees are supported through competitive pay, comprehensive benefits, and equitable access to training across all regions. Our remuneration framework not only complies with national regulations but also ensures that every contribution is recognised and rewarded fairly. Together, these practices form the foundation of a workplace built on respect, transparency, and shared prosperity - where people feel valued, motivated, and empowered to grow. (GRI 13.20.1, 13.21.1, 405-2)

(GRI 201-3, 403-3)

Employees Category	Life Insurance	Healthcare	Disability and Invalidity Coverage	Parental Leave	Retirement Provision	Transportation
PT Japfa Tbk - Permanent	✓	✓	✓	✓	✓	✓
PT Japfa Tbk - Contract	✓	✓	✓	✓		✓
Japfa Vietnam - Permanent	✓	✓	✓	✓		✓
Japfa Vietnam - Contract	✓	✓	✓	✓		✓
Japfa Myanmar - Permanent		✓		✓		✓
Japfa Myanmar - Contract				✓		✓
Japfa India - Permanent	✓	✓	✓	✓	✓	✓
Japfa India - Contract	✓	✓	✓	✓		
Japfa Bangladesh - Permanent	✓	✓	✓	✓	✓	✓

Japfa Vietnam among Asia’s Best Companies to Work For

In 2025, Japfa Vietnam was honoured as one of Asia’s Best Companies to Work For by HR Asia Magazine, recognising our dedication to creating a diverse, inclusive, and nurturing work environment. Japfa achieved high scores in the Total Engagement Assessment Model (TEAM) and was commended for fostering a strong One Vietnam Team Culture rooted in unity, fairness, and collaboration.

With over 60% of our employees staying beyond five years, Japfa defies industry norms known for high turnover. This reflects our deep commitment to investing in people through career development, competitive compensation, and well-being programmes.

Empowering Families Through Education

The Japfa Grow Programme in Vietnam embodies our belief that sustainability begins with people and extends to their families and communities. By Awarding over 130 scholarships to employees’ children, Japfa supports education, uplifts families, and fosters long-term social progress.

A Workplace that Grows with Purpose

These initiatives reaffirm Japfa’s motto of Growing Towards Mutual Prosperity where success is defined not only by financial results, but by the positive impact we create for our people, communities, and the environment. Through compassion, fairness, and opportunity, Japfa continues to build a workplace where every individual and every stakeholder can grow and thrive together.



Embedding Gender Equality Across Our Workplace

Gender equality is a principle woven into how we work, lead, and grow together. Japfa recognises that equality strengthens not only individuals but also teams, communities, and business performance. While agriculture and animal protein production have long been a male-dominated industry, we actively champion the invaluable qualities women bring - judgment, resilience, empathy, and collaboration - ensuring that they have the support and opportunities to thrive at every stage of life and career.

We embed equality into daily practice through structured systems and tangible support. Promotions are based on capability, not chance. We also provide tailored accommodations for employees with disabilities, ensuring equitable access, participation, and dignity across all roles.

Across our operations, this commitment is reflected in action. In Indonesia, we held the Japfa Festival: Fit & Fun, a sports festival exclusively for our female employees in Greater Jakarta area, featuring yoga, cardio dance and poundfit. We also champion women’s sport through dedicated Women Open and Women Pro categories in PT Japfa Tbk’s table tennis competition, fostering camaraderie and empowerment.

In India, a safe and respectful work environment is safeguarded through strict adherence to the Prevention of Sexual Harassment (PoSH) Act, with zero cases reported in 2025. In Indonesia and Vietnam, lactation rooms provide comfort and support for working mothers. Together, these efforts transform policy into lived experience, creating clear pathways for growth, safe and inclusive workplaces, and a culture where every woman is empowered to achieve her fullest potential. By fostering equality from within, Japfa strengthens not only its people but the communities and industries it touches, advancing social sustainability through opportunity, respect, and shared success.



Japfa Festival Fit & Fun.

Respecting Labour Association

Japfa upholds the fundamental right of all employees across its operations to freedom of association and collective bargaining. Employees are entitled to join trade unions where permitted by local laws, and union membership is entirely voluntary. Japfa does not automatically enroll employees in unions, ensuring that participation remains a matter of personal choice. This commitment reflects our adherence to labour regulations and standards, as well as our dedication to fostering an inclusive and respectful workplace where employees’ voices are heard and valued. (GRI 2-30, 407-1)

In 2025, no incidents of discrimination were recorded across Japfa’s operations. The Company remains committed to maintaining a workplace where every individual is treated with dignity and respect. (GRI 406-1)

Employee Hire and Turnover

Employee Hire & Turnover by Age Group (GRI 401-1)

Age Group	2025			2024		
	New Hire & Hire Rate	Turnover & Turnover Rate	Total Headcount	New Hire & Hire Rate	Turnover & Turnover Rate	Total Headcount
age < 30	3,312 9%	2,558 7%	11,146	3,312 9%	2,463 7%	9,938
age 30-50	1,824 5%	2,293 6%	23,164	2,443 6%	2,497 7%	23,735
age > 50	131 0%	548 1%	3,583	146 0%	534 1%	4,072
Total	5,267 14%	5,399 14%	37,893	5,901 16%	5,494 15%	37,745

Employee Hire & Turnover by Gender

Age Group	2025			2024		
	New Hire & Hire Rate	Turnover & Turnover Rate	Total Headcount	New Hire & Hire Rate	Turnover & Turnover Rate	Total Headcount
Male	4,054 11%	3,967 10%	31,404	4,802 13%	3,992 11%	31,258
Female	1,213 3%	1,432 4%	6,489	1,099 3%	1,502 4%	6,487
Total	5,267 14%	5,399 14%	37,893	5,901 16%	5,494 15%	37,745

Employee Hire & Turnover by Region

Region	2025			2024		
	New Hire & Hire Rate	Turnover & Turnover Rate	Total Headcount	New Hire & Hire Rate	Turnover & Turnover Rate	Total Headcount
Indonesia	3,180 8.39%	1,965 5.19%	30,613	3,915 10.37%	1,983 5.25%	30,350
Vietnam	1,778 4.69%	2,960 7.81%	5,710	1,682 4.46%	2,981 7.90%	5,723
Myanmar	53 0.14%	399 1.05%	732	149 0.39%	336 0.89%	841
India	193 0.51%	51 0.13%	686	126 0.33%	167 0.44%	686
Singapore	8 0.02%	2 0.01%	53	3 0.01%	0 0.00%	51
Bangladesh	55 0.15%	22 0.06%	99	26 0.07%	27 0.07%	94
Total	5,267 13.90%	5,399 14.25%	37,893	5,901 15.63%	5,494 14.56%	37,745

Age and Gender Diversity (GRI 405-1)

2025	<30			30-50			>50			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Middle Management & Above	12 86%	2 14%	14 100%	883 80%	224 20%	1,107 100%	550 79%	144 21%	694 100%	1,445 80%	370 20%	1,815 100%
Operator & Junior Management	8,587 78%	2,390 22%	10,977 100%	19,569 85%	3,492 15%	23,061 100%	2,691 86%	434 14%	3,125 100%	30,847 83%	6,316 17%	37,163 100%
Total	8,599 78%	2,392 22%	10,991 100%	20,452 85%	3,716 15%	24,168 100%	3,241 85%	578 15%	3,819 100%	32,292 83%	6,686 17%	38,978 100%

2024	<30			30-50			>50			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Middle Management & Above	13 81%	3 19%	16 100%	848 81%	200 19%	1,048 100%	535 80%	131 20%	666 100%	1,396 81%	334 19%	1,730 100%
Operator & Junior Management	8,625 78%	2,376 22%	11,001 100%	18,802 85%	3,350 15%	22,152 100%	2,557 87%	398 13%	2,955 100%	29,984 83%	6,124 17%	36,108 100%
Total	8,638 78%	2,379 22%	11,017 100%	19,650 85%	3,550 15%	23,200 100%	3,092 85%	529 15%	3,621 100%	31,380 83%	6,458 17%	37,838 100%



Employee team building.

Fostering Connection and Belonging Across Borders

Our people in Japfa are connected by a shared sense of purpose, collaboration deepens and collective impact grows. Our teams move as one, guided by open communication, trust, and mutual respect. This is the foundation of a resilient and inclusive organisation. We cultivate this connection through regular engagement initiatives that bring our people together - from town halls, division conversations, and factory meets, to the Japfa Conversation and Communication Forums that strengthen dialogue and understanding across all levels. Through these touchpoints, every voice is heard, and every employee is part of the journey.

✓ Robust Occupational Health and Safety Management System

Japfa's Occupational Health and Safety Management System (OHSMS) is built to prevent incidents, safeguard well-being, and ensure operational excellence. We adopt a proactive approach - identifying hazards early, fostering accountability, and embedding a safety-first mindset across all operations. (GRI 2-23, 403-1)

✓ Publications

In Indonesia, company publications such as the bi-monthly Berkat magazine and aquaculture newsletter WATER (Warta Aquaculture Terkini) highlight success stories, management insights, and best practices from the field. In Vietnam, a Monthly Newsletter unites teams around local priorities, while in India, Japfa Bytes offers a deeper look into initiatives that connect personal contributions to the company's broader mission. For colleagues with limited digital access, printed brochures ensure inclusivity in communication. All these efforts converge in Japfa Link, our digital hub for real-time updates, two-way sharing, and collaboration across business units.

✓ NgoPi (Ngobrol Pagi/Morning Talk)

Connection also takes creative forms. In Indonesia, the aquaculture team starts each month with NgoPi (Ngobrol Pagi / Morning Talk) - an informal morning podcast where colleagues gather over coffee to discuss everyday topics, from work-life balance to career development. These conversations build empathy, spark ideas, and strengthen the sense of community.

✓ Employees Cooperative

In Indonesia, Employee Cooperatives embody shared prosperity. Operated by employees for employees, they provide everyday essentials - from minimarkets and basic healthcare to savings-and-loans services - turning collective effort into tangible well-being. Surpluses are reinvested for sustainability or distributed as benefits, helping members meet life's milestones with confidence.

✓ Other Initiatives

In each country, we celebrate local cultures of connection. Japfa fosters a strong collaborative culture in Myanmar through weekly language learning sessions and small-group lunches, enhancing communication, teamwork, and daily employee engagement across teams. In Bangladesh, inclusion thrives through annual employee gatherings, monthly feasts, and sports activities that reinforce unity and mutual respect. Together, these initiatives weave a culture of inclusion and belonging - one that values people, amplifies their voices, and strengthens the bonds that sustain Japfa's purpose: to grow towards prosperity, together.



Japfa Employees.

Farmers

Why It Matters

Japfa’s motto of Growing Towards Mutual Prosperity extends beyond our own operations to our farmer partners who form the backbone of our business and food systems. We recognise that their success sustains not only our value chain but also supports local economies and national food security in the countries Japfa operates in.

Japfa builds partnerships with farmers on equitable ground, fostering collaboration that benefits both sides. Through training, technical assistance, and access to quality inputs, veterinary support, and modern farming technologies, we help farmers enhance productivity, adopt sustainable practices, and strengthen resilience against market and climate challenges. In turn, farmers’ local expertise, innovation, and dedication improve operational performance and ensure the sustained delivery of high-quality, safe, and sustainable products for consumers. This mutually beneficial approach creates long-term value, supporting business growth while empowering farmers to succeed.

Beyond the farm, Japfa’s partnerships generate lasting social impact by improving livelihoods, supporting community well-being, and enabling smallholders to participate in a more inclusive food system. By empowering local farmers to thrive, we cultivate self-reliant communities and a resilient agricultural future, where prosperity is shared and progress benefits all.

Our Actions

Technical Support for Our Poultry Farmers

Japfa partners with more than 9,500 poultry farmers to ensure a sustainable and reliable supply of animal protein. Our approach goes beyond providing inputs: we focus on building capabilities so our farmer partners can enhance productivity, adopt responsible practices, and strengthen resilience in their daily operations.

We provide hands-on training and coaching on feed nutrition, flock health, farm hygiene, and modern technologies. Field teams regularly visit farms to share expertise, troubleshoot challenges, and tailor solutions to local conditions. Farmers are invited to Japfa facilities to observe best practice firsthand. (GRI 203-1, 203-2)



Technical Support for Our Aquaculture Farmers

Japfa continues to advance the aquaculture sector through innovation, education, and close collaboration with local farmers. Through Japfa Aquaculture, we empower fish and shrimp farmers with the skills and resources needed to enhance productivity, improve livelihoods, and strengthen food security across the regions where we operate. Our approach ensures that as farmers succeed, communities prosper and national food systems grow more resilient.

✔ STP Mania Loyalty Programme

Through the STP Mania Programme, Japfa equips farmers with the practical know-how to safeguard fish health, optimise feed efficiency, and strengthen pond productivity. Training sessions centred on themes such as Fish Health and Feeding Strategy in Aquafarming with Enhanced Leadership, offers hands-on guidance from Japfa’s technical and nutrition specialists. Farmers learn about disease prevention, responsible resource use, and efficient farm management, while also building leadership and other soft skills that improve decision-making and day-to-day operations.

This partnership model reflects Japfa’s belief that farmers are strategic partners in building a responsible, inclusive, and resilient aquaculture industry. By combining technical knowledge with mentorship, the programme helps farmers manage risks, sustain their operations, and strengthen their long-term livelihoods.

✔ Japfa Aquaculture Technology & Development (ATD)

Our ATD drives research and innovation to enhance aquaculture practices. Its work spans the design of modern farming equipment, such as aerators and water-quality management systems, to advanced tools like GIS-based spatial planning, which helps assess site suitability and guide sustainable farm expansion.

This year, ATD refined technologies such as UV water disinfection, which uses ultraviolet light to purify fish and shrimp ponds. This innovation not only reduces disease and pathogen risks but also protects surrounding ecosystems, improves water efficiency, and supports farmers in maintaining healthy, high-yield environments.

Together, these initiatives exemplify Japfa’s holistic approach where technology, knowledge, and community empowerment intersect to create long-term social and environmental value. By helping farmers adopt modern, sustainable practices, Japfa promotes responsible aquaculture, and contributes to a more equitable and resilient food system.

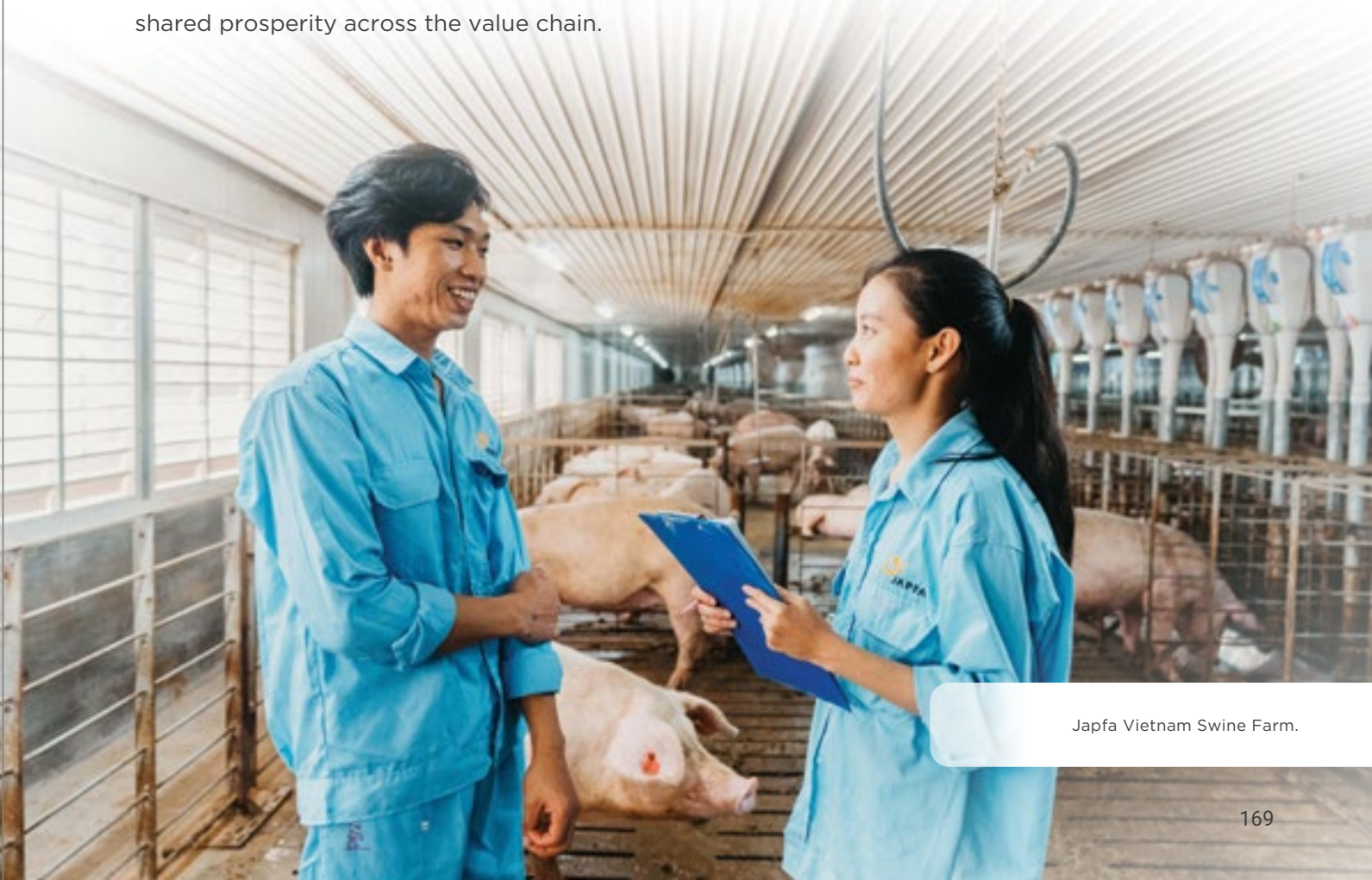
Technical Support for Our Swine Farmers

In Vietnam, Japfa’s partnership with swine farmers is rooted in close collaboration and continuous capability building. We stay connected with our contract growers year-round through hands-on technical support, mobile outreach, and regular engagement. Our mobile advisory van brings veterinarians and specialists directly to farms, ensuring timely assistance, while annual conferences and workshops provide platforms to exchange knowledge, share experiences, and align on best practices. (GRI 203-1, 203-2)

To strengthen farm performance, Japfa’s technical team conducts routine health monitoring and coaching at every contract farm, complemented by ad-hoc visits whenever additional support is needed. These activities are backed by a dedicated internal swine training team, which tailors learning content to farm realities, ensuring that every grower benefits from practical, high-quality training.

Engagement initiatives such as biosecurity competitions and productivity contests, foster teamwork, discipline, and continuous improvement, while embedding standard operating procedures into daily practice. At the same time, we help farms modernise operations through enhanced biosecurity, improved ventilation systems, and the adoption of silos and automation technologies.

Through these collaborative efforts, Japfa enables farmers to operate more efficiently, safely, and sustainably, boosting productivity while reducing risks. More importantly, this partnership uplifts local communities by strengthening livelihoods, professionalising smallholder farming, and building shared prosperity across the value chain.



Japfa Vietnam Swine Farm.

Community and Planet

Why It Matters

A deep sense of care shapes every decision we make - toward our people, the communities we serve, and the environment that sustains us. This commitment inspires us to look beyond our operations and turn shared values into meaningful action. Through education initiatives, environmental stewardship, and community partnerships, we strengthen resilience, create opportunity, and improve quality of life. At its core, our approach reflects a simple truth: progress is most powerful when it uplifts people, supports communities, and protects the planet together.

Building Futures through Education

Japfa believes that meaningful and lasting impact begins with education. The same commitment to continuous learning that strengthens our employees also guides our investment in the next generation. Across all regions, Japfa supports initiatives that expand access to quality education, develop practical skills, and create pathways to opportunity - enabling young people and local communities to build more resilient and sustainable futures.

In Indonesia, Japfa partnered with Yayasan Edufarmers International Foundation (Edufarmers) to launch the Japfa untuk Anak Negeri Scholarship 2025 in Bogor, West Java. Designed for both employees' children and the wider public, the scholarship reflects our commitment to nation-building through education.



422
Scholars

Japfa untuk Anak Negeri scholarship awardee

By Educational Level

271

Employees
Children

151

external
applicants

By Beneficiary Category

212

senior high/
vocational
students

210

undergraduates
from universities
across the country



Onboarding session
for internship programme.

In Vietnam, where students in remote areas often face economic and logistical barriers to education, Japfa for Education programme supports kindergarten and primary school students through scholarships, educational materials, and classroom supplies. These interventions help reduce financial pressures on families and enable students to remain engaged in their learning.

In India, Japfa contributes through the renovation of classrooms and the development of new school facilities, improving safety and creating more conducive learning environments. In Myanmar, despite ongoing challenges, the Company continues to support access to education through infrastructure improvements, school assistance, and student scholarships, helping to maintain stable and inclusive learning conditions.

Across all markets, Japfa's investments in education strengthen community resilience, expand access to learning opportunities, and empower the next generation, supporting their development as future leaders. This reflects the Company's commitment to long-term social progress and inclusive growth.

Transforming Knowledge into Mutual Prosperity

Sustainable development flourishes when knowledge is shared, capacity is strengthened, and communities grow alongside the industries that support them. At Japfa, we extend our expertise in food production, animal health, and resource stewardship to empower young people, uplift local communities, and protect the environment. Through education, research collaboration, and circular economy initiatives, we turn innovation into tangible social and environmental progress.

Japfa Teaching Farm

As part of its commitment to strengthening industry-academia collaboration in modern, technology-driven livestock development, Japfa, in partnership with Hasanuddin University (UNHAS), inaugurated a closed-house Teaching Farm in Gowa, South Sulawesi in 2025. With a capacity of more than 24,000 chickens, the facility supports education, research, and the practical application of advanced livestock technologies.

The Teaching Farm provides students with hands-on learning opportunities across key areas such as husbandry management, biosecurity, animal health, and closed-house production systems. Originating from a 2024 Memorandum of Understanding (MoU), this collaboration aims to develop a skilled, technology-ready, and highly competitive workforce, contributing to strengthened food security and the sustainable development of the national livestock sector.

Synergised Aquaculture Innovative Learning (SAIL)

Since 2020, SAIL has served as one of Japfa’s flagship initiatives for cultivating Indonesia’s future aquaculture professionals. The programme offers structured internships, applied research opportunities, and hands-on exposure across Japfa’s aquaculture operations.

By 2025, SAIL has engaged more than 400 students from universities across Indonesia. The programme has also introduced new modules focused on data-driven and eco-efficient innovations, including automation, IoT-based water monitoring, and energy-efficient biofloc systems, strengthening both technical capability and environmental stewardship among participants.



400+ students trained



Partnership with multiple universities in Indonesia



Key projects
Development of feed based on local ingredients, AI-based fish monitoring, Biofloc efficiency

STP Teaching Programme

The STP Mengajar programme is a strategic Japfa initiative designed to impart knowledge, experience, and best practices in aquaculture to students across various Indonesian universities. By collaborating with Vocational IPB University, STP aims to bridge the gap between academia and industry, ensuring future farmers master both theoretical concepts and practical skills aligned with field requirements. During these activities, STP shares expertise on the application of cutting-edge aquaculture technology, fish health management, and efficient feeding strategies to enhance pond productivity and sustainability. This approach deepens the younger generation’s understanding of the real-world challenges faced by farmers, while fostering innovation and environmental responsibility within farming practices. Through this initiative, we aspire to cultivate professional farmers capable of sustainable business management, thereby driving progress within the aquaculture sector in Indonesia.



Presentation in our internship programme.

Caring for The Planet Together

Renewing Our Lands Through Rubber Replanting

Japfa’s commitment to environmental stewardship is reflected in initiatives that protect natural resources while strengthening long-term land productivity and community value. In Indonesia, SBU Plantation has initiated a rubber replanting programme involving 5,000 seedlings across approximately six hectares, supporting the renewal of plantation assets through more sustainable cultivation practices.

The inaugural planting was held in honour of the late Mr. Angelo Handojo Santosa (Pak Han), whose vision contributed significantly to the development of a more sustainable and resilient rubber plantation business. This initiative reflects continuity in responsible leadership and reinforces Japfa’s long-term commitment to sustainable land management.

The replanting programme is designed to improve productivity and product quality while prioritising soil health, biodiversity preservation, and reduced environmental impact through sustainable agronomic practices. It also strengthens cross-functional collaboration within Japfa, aligning teams around shared sustainability and operational goals.

By enhancing green cover and supporting carbon sequestration, this initiative contributes to climate mitigation and ecosystem regeneration, reinforcing Japfa’s commitment to responsible land use and long-term environmental resilience.

Protecting Blue Planet, Empowering Coastal Communities

As part of our commitment to responsible aquaculture, our subsidiary PT Suri Tani Pemuka (STP) advanced coastal ecosystem restoration through an “Act for Sustainable Aquaculture” initiative at Cacalan Beach. The programme combined large-scale environmental action with community engagement, including the planting of 3,000 mangrove trees and the release of 100 sea turtles.

This initiative brought together local government authorities, environmental agencies, community groups, and STP teams from Lampung and Purwakarta, reflecting the power of collective stewardship in driving meaningful environmental impact.

Mangroves play a vital role as natural coastal protectors - strengthening shorelines, capturing carbon, and providing essential breeding habitats for marine biodiversity. The sea turtle release further underscored our shared responsibility to safeguard endangered species and preserve marine ecosystems for future generations.

Aligned with STP’s responsible-value approach, the programme contributes to ecosystem restoration, supports conservation-linked tourism, and helps strengthen local livelihoods. It demonstrates our belief that environmental protection and community well-being are inseparable, and that sustainable aquaculture can be a force for long-term ecological and social resilience.

Japfa Earth Day

To celebrate Earth Day, Japfa for Kids, together with our regenerative agriculture initiative Sow & Tell, hosted a fun and meaningful cooking competition for 30 students from three partner primary schools. Under the theme “From Farm to Table,” the children started the day with a lively farm tour, discovering fresh local crops and learning how everyday food choices are closely connected to caring for the environment. Working in teams, the students prepared creative and nutritious dishes using local ingredients, with a focus on minimal waste and healthy, preservative-free recipes. The activity was designed as a hands-on learning experience, encouraging curiosity, teamwork, confidence, and a sense of responsibility, while making sustainability both practical and enjoyable.

Beyond the competition, the event created a joyful space for learning and connection, where children proudly shared their creations and supported one another. Through this initiative, Japfa and Sow & Tell aim to nurture not only environmental awareness, but also the growth, confidence, and values of young learners - shaping a generation that cares for both people and the planet.



Children participating in the 'Sow & Tell' farm tour.

✓ **Redesigning Waste into Community Assets**

Japfa’s Waste Bank programme empowers local communities to practise structured waste segregation and recycling, helping reduce landfill burden while generating additional household income. Established across areas such as Sragen, Grobogan, and Cirebon, these Waste Banks function not only as recycling centres but also as community learning hubs, supporting environmental education, eco-tourism, and hands-on waste management. (GRI 203-1, 203-2)

In 2025, the programme expanded through the development of satellite Waste Banks, bringing recycling access closer to rural households and enabling more inclusive, decentralised waste collection. This approach strengthens community participation while making sustainable waste practices more practical and widely adopted. Beyond environmental outcomes, the initiative delivers meaningful social impact by creating livelihood opportunities, enhancing environmental literacy, and fostering collective responsibility. By turning waste into value, Japfa supports cleaner environments and helps build more resilient, empowered communities.

Impact:



✓ **Empowering Women to Drive Sustainable Household Practices**

Through the Perempuan Nusantara community, Japfa encourages women to lead sustainable practices at home and within their communities. Conducted in Sukamanah (Megamendung) and Pabuaran (Cibinong), the programme equips participants with practical eco-friendly skills to reduce organic household waste and promote healthier, chemical-free living, while also supporting Waste Bank initiatives in Sragen and Cirebon. Participants are trained to produce eco-enzymes and organic soap using local ingredients such as soapberry, torch ginger, and orange leaves, transforming kitchen waste into useful household products. Through hands-on learning and collaboration with village leaders, women gain confidence, practical knowledge, and opportunities to become active changemakers in their communities.

Through direct guidance and collaboration with village officials, the programme enables women to serve as agents of change in fostering sustainable habits within their communities. This initiative contributes to SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action), reflecting Japfa’s commitment to strengthening environmental and social resilience through women’s empowerment.



✓ **From Waste to Value**

Plastic waste remains a persistent challenge for the aquaculture industry and coastal communities. Through the STP Jejak Bumi initiative, we turned this challenge into opportunity by transforming post-production and household plastic waste into useful, value-added products. Implemented across several aquafeed units in Indonesia, the programme has repurposed more than 900 kg of recyclable waste. Together with local partners we convert discarded materials into furniture, wall panels, and merchandise. This circular approach not only reduces environmental pressure but also strengthens community awareness and participation in responsible waste management.



Japfa Chess

Japfa recognises that building a sustainable future starts with cultivating strong minds, disciplined character, and lifelong learning. Chess, as a sport that sharpens logic, strategy, and discipline, reflects these values. Through the Japfa Chess Club (JCC), the Company nurtures early interest in the sport and offers continuous, structured training that develops employees and young players into confident, analytical, and competitive talents. This longstanding investment in intellectual and character development has gained regional recognition from the ASEAN Chess Confederation in Malaysia, demonstrating Japfa’s contribution to strengthening the chess ecosystem across Southeast Asia.



Japfa employee chess tournament.

✔ Structured Chess Curriculum

To raise the quality and consistency of training, Japfa applies a structured curriculum that includes regular lesson reviews, module refinement, and standardised teaching methods. In 2025, the curriculum was further enhanced to deepen participants’ analytical thinking, problem-solving abilities, and quick decision-making - skills that supports success both at the chessboard and in broader life pursuits.

✔ Japfa Chess for Kids

Japfa remains active in identifying young chess talent through the ‘Japfa Chess for Kids’ programme, which has been implemented across 134 schools with a total of 1,049 students. Beyond enhancing children’s proficiency in the game, the programme instils the value of analytical thinking from an early age, complementing educational curricula from nursery through to secondary school levels.



✔ Employee Chess Training

Chess is also embedded in Japfa’s employee development culture. Regular training sessions, conducted online and in person, support the growth of focus, teamwork, and mental resilience. These sessions foster healthy competition and prepare employees for internal tournaments, including the prestigious Best Japfa Awards at the annual Japfa Chess Festival. In 2025, employee training hours increased to 94 hours, reflecting a growing culture of personal development and collaborative learning across the organisation.

✔ Japfa Chess Festival 2025

In collaboration with the Indonesian Chess Federation, Japfa proudly hosts another year of the Japfa Chess Festival, one of Indonesia’s most prestigious and inclusive chess tournaments. The 2025 edition brought together 504 talented players from 26 provinces, alongside international competitors from Japan, the Philippines, Uzbekistan, and Kazakhstan.

Spanning 12 competitive categories, including age divisions, veteran contests, and team championships, the festival also featured high-profile exhibition matches that thrilled spectators. Highlights included clashes between renowned Grandmasters Susanto Megaranto (Indonesia) and Daniel Quizon (Philippines), as well as a spectacular women’s showdown between WIM Shafira Devi Harvesa (Indonesia) and WIM Amina Kairbekova (Kazakhstan), celebrating excellence, skill, and the spirit of global chess.



Expanding Social Impact Beyond Operations

Japfa’s commitment to shared progress reaches far beyond its business, translating values into meaningful actions that uplift communities. By promoting welfare, inclusivity, and resilience, we support initiatives that strengthen rural livelihoods, enhance social cohesion, and empower people to thrive alongside sustainable development.

Standing with Communities:
Flood Relief for Aceh, North Sumatra, and West Sumatra

In response to severe flooding in Aceh, North Sumatra, and West Sumatra, Japfa, through the Japfa Peduli (Japfa Cares) programme, acted swiftly to deliver humanitarian assistance to affected communities. In collaboration with the Ministry of Agriculture and the National Food Agency, Japfa distributed ready-to-eat food and mineral water to help address urgent community needs.

The aid was symbolically dispatched and directed to areas facing logistical constraints, ensuring timely and targeted support for vulnerable residents. Through close coordination with government partners, Japfa strengthened relief efforts and helped accelerate aid delivery to impacted regions.

This initiative reflects Japfa’s strong commitment to supporting communities during times of crisis. By taking prompt action and working hand in hand with stakeholders, Japfa plays an active role in strengthening community resilience and well-being.



Japfa Cares humanitarian aid for Sumatra.

Fostering a Culture of Giving: JapFamily Volunteer Club

JapFamily - Japfa Vietnam’s dedicated volunteer club - was established to deepen employee engagement and encourage active participation in the company’s CSR mission. The spirit of volunteerism was swiftly demonstrated in November, when around 40 employees from various offices mobilised for community outreach. Their efforts included repainting a kindergarten and distributing gifts to students in Ham Thanh Commune (Lam Dong Province), as well as supporting the disaster relief initiative in Gia Lai Province by delivering essential school supplies to affected primary students.



Children beneficiaries supported by our corporate contribution.

✓ **Care & Share Programme**

In Vietnam, Japfa expanded the impact of its Care & Share Programme by donating a total of 14,000 Day-Old Chicks (DOCs) to support community livelihoods and food security.

The initiative supported 80 farming families in Dong Nai with 8,000 DOCs, while also providing 5,000 DOCs to Thanh Hoa Province’s military regimen to bolster self-sufficiency. Through the donation of over 8,000 DOCs and essential animal feed, alongside hands-on training in poultry rearing, vaccination, and disease prevention, the initiative went beyond charitable aid. It built long-term community resilience, equipping farmers with practical tools, knowledge, and resources to improve livelihoods sustainably. This programme exemplifies Japfa’s philosophy that it is important to nurture people, fostering inclusive growth and shared prosperity.



The Japfa Care & Share team handing over DOCs to a beneficiary family in Dong Nai.

✓ **United in Recovery: Supporting Communities and Employees Through the Storms**

In 2025, following severe flooding in Central Vietnam and the Central Highlands, Japfa Vietnam mobilised rapid relief efforts for both communities and employees. To support livelihoods, the Company provided supports for five communities in Dak Lak, helping them restore production.

For immediate relief, Japfa donated 4.5 tonnes of Japfa Best food products to Khanh Hoa Province and delivered essential goods to Gia Lai. Additionally, the Japfa for Education team supported over 200 primary students in An Nhon Nam Ward (Gia Lai Province) with essential school supplies. Internally, Japfa prioritised the well-being of its workforce. Leadership provided relief packages, including cash assistance, to 25 severely affected employees at Binh Dinh Feedmill, helping them stabilise their lives and return to work.

✓ **Supporting Myanmar Communities in Times of Crisis**

Japfa responded promptly to the Naypyidaw earthquake with local partners, providing infrastructure repair and medical assistance to over 5,800 patients, helping restore community stability and well-being.

✓ **Cultural Engagement and National Contribution**

In Bangladesh, Japfa strengthened community bonds through cultural initiatives, including participation in Independence Day celebrations in partnership with the Indonesian Embassy in Bangladesh. These efforts foster cross-cultural understanding, promote social cohesion, and reflect the Japfa’s spirit of unity and partnership which we bring to each country and the communities where we operate.



Celebrating Indonesia Independence Day at our office.

GRI Index

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	2-18	Evaluation of the performance of the highest governance body	32	
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GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
Material Topics				
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1. Providing nutritious and affordable food for communities/consumers				
GRI 3: Material Topics 2021	3-3	Food security	72-73	13.9.1
	3-3	Food safety	75-79	13.10.1
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	75, 78	13.10.2
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	75	13.10.3
GRI 13 2022		Report the number of recalls issued for food safety reasons and the total volume of products recalled.	75	13.10.5
2. Upholding ethical business conduct, transparency, and respect for human rights through a conducive, values-based workplace				
GRI 3: Material Topics 2021	3-3	Forced or compulsory labour	139, 154	13.16.1
	3-3	Child labour	139, 154	13.17.1
	3-3	Freedom of association and collective bargaining	161	13.18.1
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	76, 154	13.16.2
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	51, 76, 154	13.17.2
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	76, 161	13.18.2
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	22	13.26.2
	205-2	Communication and training about anti-corruption policies and procedures	22	13.26.3
	205-3	Confirmed incidents of corruption and actions taken	22	13.26.4
3. Building long-term positive relationships with value chain actors and stakeholders				
GRI 3: Material Topics 2021	3-3	Management of material topics	61	N/A
4. Providing employee training and development, including animal welfare and sustainability programmes				
GRI 3: Material Topics 2021	3-3	Management of material topics	97, 100	13.11.1
5. Managing wastewater and waste responsibly to ensure environmental protection				
GRI 3: Material Topics 2021	3-3	Water and effluents	124-126	13.7.1
GRI 3: Material Topics 2022	3-3	Waste	129	13.8.1

GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
Material Topics				
5. Managing wastewater and waste responsibly to ensure environmental protection				
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	124	13.7.2
	303-2	Management of water discharge-related impacts	125	13.7.3
	303-3	Water withdrawal	127	13.7.4
	303-4	Water discharge	125, 127	13.7.5
	303-5	Water consumption	127	13.7.6
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	129	13.8.2
	306-2	Management of significant waste-related impacts	129, 135	13.8.3
	306-3	Waste generated	135	13.8.4
	306-4	Waste diverted from disposal	135	13.8.5
	306-5	Waste directed to disposal	135	13.8.6
6. Ensuring employee health and safety through a comprehensive OHS management system (ISO 45001), training, and active OHS Committees				
GRI 3: Material Topics 2021	3-3	Occupational health and safety	149	13.19.1
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	149, 164	13.19.2
	403-2	Hazard identification, risk assessment, and incident investigation	149, 151	13.19.3
	403-3	Occupational health services	151, 158	13.19.4
	403-4	Worker participation, consultation, and communication on occupational health and safety	150	13.19.5
	403-5	Worker training on occupational health and safety	149	13.19.6
	403-6	Promotion of worker health	151	13.19.7
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	151	13.19.8
	403-8	Workers covered by an occupational health and safety management system	149	13.19.9
	403-9	Work-related injuries	152	13.19.10
7. Provide fair remuneration and benefits programme (e.g. bonuses, insurance, health care, etc) for our employee				
GRI 3: Material Topics 2021	3-3	Employment practices	158	13.20.1
	3-3	Living income and living wag	158	13.21.1
8. Promoting equal opportunities, inclusivity, and gender equality across all operations				
GRI 3: Material Topics 2021	3-3	Living income and living wage	158	13.15.1
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	162	13.15.2
	405-2	Ratio of basic salary and remuneration of women to men	158	13.15.3
	406-1	Incidents of discrimination and corrective actions taken	161	13.15.4

GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
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9. Enhancing the livelihoods of contract farmers				
	3-3	Management of material topics	166, 168, 169	N/A
10. Partnering with reliable, traceable, and responsible suppliers, business partners, and contract farmers				
GRI 3: Material Topics 2021	3-3	Supply chain traceability	76	13.23.1

GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
Material Topics				
Other Material Topics Beyond the Top 10 Material Topics that the Company Addressed				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	24	13.22.2
	201-2	Financial implications and other risks and opportunities due to climate change	45-47	13.2.2
	201-3	Defined benefit plan obligations and other retirement plans	158	N/A
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	82, 84, 91, 166, 169, 176	13.22.3
	203-2	Significant indirect economic impacts	82, 84, 91, 166, 169, 176	13.22.4
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	22	13.25.2
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	123	N/A
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Japfa's poultry and aquaculture farms as well as operational areas are not located in conservation areas, nor deforested land.	13.3.2
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Gallus gallus is listed as Least Concern according to International Union for Conservation of Nature's Red List of Threatened Species	13.3.5
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	128	13.1.2
	305-2	Energy indirect (Scope 2) GHG emissions	128	13.1.3
	305-3	Other indirect (Scope 3) GHG emissions	128	13.1.4
	305-4	GHG emissions intensity	128	13.1.5
	305-5	Reduction of GHG emissions	128	13.1.6

GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
Material Topics				
Other Material Topics Beyond the Top 10 Material Topics that the Company Addressed				
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	82, 84, 91	13.12.2
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	75, 78	N/A
	417-2	Incidents of non-compliance concerning product and service information and labeling	75	N/A
	417-3	Incidents of non-compliance concerning marketing communications	75	N/A

Topics in the Applicable GRI Agriculture Aquaculture and Fishing Sectors Determined as Not Material		
Topic	Description	
Topic 13.4	Natural ecosystem conversion	Irrelevant
Topic 13.5	Soil health	Irrelevant
Topic 13.6	Pesticides use	Irrelevant
Topic 13.13	Land and resource rights	Japfa's poultry and aquaculture operations, along with their operational sites, are not situated within conservation zones or on land that has been deforested.
Topic 13.14	Rights of indigenous peoples	Irrelevant
Topic 13.24	Public policy	Irrelevant
Topic 13.25	Anti-competitive behaviour	Irrelevant

TCFD Index

Category	TCFD Recommendations	Code	Page
Governance	a. Describe the board's oversight of climate-related risks and opportunities.	TCFD-Govt-a	32-33, 36
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	TCFD-Govt-b	32-33, 36
Strategy	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	TCFD-Str-a	38, 44-46
	b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	TCFD-Str-b	38, 44-47
	c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	TCFD-Str-c	38, 48-49
Risk Management	a. Describe the organisation's processes for identifying and assessing climate-related risks.	TCFD-Risk-a	38, 42, 44
	b. Describe the organisation's processes for managing climate-related risks.	TCFD-Risk-b	38, 42, 44, 49
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	TCFD-Risk-c	38, 42, 44
Metrics & Targets	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	TCFD-Metrics-a	53, 56
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emission, and the related risks.	TCFD-Metrics-b	53, 128
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	TCFD-Metrics-c	53, 54



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