

Japfa Ltd

Built on Trust

2024 Sustainability Report





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Table of Contents

About Our Theme: Built On Trust	3
Foreword from Our CEO	5
Foreword from Our Sustainability Committee	7
Japfa 2024Sustainability Highlights	9
GRI Index	151
TCFD Index	156

03 On Our Report	45
Embracing Japfa Stakeholders	46
Japfa in Data	48
Reporting Standards	48
Material Topics	49

01 We are Japfa	11
Our Business Reach	12
Scope of Operations	14
Upholding Ethics and Integrity	15
Economic Performance	16
Contributing to Sustainable Development Goals (SDGs)	17
Membership in Associations	18

04 Contributing to Improving Nutrition	53
---	----



Access to Nutritious and Affordable Food
Page 54



Setting the Standard: Japfa's Commitment to Food Safety and Quality
Page 58




Japfa for Kids: Combating Malnutrition for a Healthier Future
Page 61


02 Environmental, Social, and Governance	19
Governance	20
Strategy and Risk Management	25
Japfa Sustainability Pillars	26
Metrics and Targets	40

Strengthening Presence in Emerging Asia to Contribute to Food Security	55
Scaling Sustainability: Japfa's Industrialised Path to Food Security and Eco-Innovation	57
Food Safety Audits	59
From Farm to Table: Ensuring a Traceable and Sustainable Supply Chain	60
Japfa for Kids: Transforming Lives Through Education and Proper Nutrition	63
Japfa's Study on Indonesian Children's Nutritional Adequacy	70


05 Efficient Production System	71
---------------------------------------	----



Ethical Care, Resilient Food Systems
Page 72



Efficient Use of Energy and Resources
Page 89




Emissions and Waste Minimisation
Page 103

06 People Development	109
------------------------------	-----



Employees
page 111



Our Farmers
Page 137



Communities
Page 139

Balanced Nutrition: Enhancing Animal Health and Advancing Sustainability	72
Fostering Animal Comfort through Innovative Practices	75
Biosecurity	77
Maintaining Animal Health	80
Comfortable Animal House	85
Reducing Emissions with Local and Alternative Sourcing	90
Committed to Responsible Energy Practices	91
Innovative System and Data Integration across the Operations	95
Digitalisation in Poultry Operations	97
Digitalisation in Aquaculture	98
Water Preservation	99
Emission Management: Advancing Sustainable Practices	103
Waste Reduction and Optimisation	105

Elevating Excellence: Investing in Our People for a Sustainable Future	110
Nurturing Farmers, Communities, and the Planet	110
Fostering a Strong Workplace Health and Safety Culture	111
Commitment to Diversity, Ethics, and Fair Workplace Practices	119
Nurturing Growth Through Employee Development and Engagement	125
Technical Support for Our Poultry Farmers	137
Technical Support for Our Aquaculture Farmers	138
Building the Future of Food Security through Education	139
Synergised Aquaculture Innovative Learning (SAIL)	140
Nurturing Nature and Fostering Prosperity	142
Japfa Chess: Cultivating Minds, Inspiring Futures	147
Other Social Outreach	149

About Our Theme Built On Trust

Trust is not built overnight; it is earned through years of consistent effort, unwavering integrity, and a steadfast commitment to doing what is right. At Japfa, this principle forms the foundation of everything we do. From our humble beginnings to becoming one of the leaders in protein production, our journey has been centred on earning and maintaining the trust of our stakeholders, working in collaboration, and **Growing Towards Mutual Prosperity**.



PT Japfa Tbk on-site employees

Our story begins with a clear purpose: delivering high-quality, affordable and nutritious food that people can rely on. In a world where food safety and reliability are paramount, we have implemented thorough processes across our value chain to ensure excellence. Every product we produce reflects our purpose to provide sustainable nutrition and food security for all.

Our sustainability approach is science-based, using our own database of ESG measurements, which we continuously monitor to minimise environmental impacts and advance sustainable practices. Initiatives such as conducting Life Cycle Assessments (LCA) and the development of the Japfa Sustainability Reporting System (JSRS) ensure data accuracy and completeness to support informed decision-making. By leveraging tools such as Sustainalitics system and robust ESG frameworks, we transparently showcase our impact, reduce emissions, optimise resource efficiency, and strengthen supply chain sustainability in alignment with global standards.



Nurturing Collaboration in Food Security, the theme of Japfa Day 2024

At Japfa, sustainability extends beyond processes and products – it is embedded in our values of environmental stewardship, prudent goal-setting, and continuous improvement. Harnessing data-driven insights and adhering to international benchmarks, we actively shape a more sustainable future while preserving the trust of those we serve.

“Built on Trust” is more than a tagline; it represents our belief that trust is the strongest bond we share with our customers, partners, employees and communities. Every product we deliver and every decision we make, strengthens this connection and upholds the principles that define us.

Foreword from Our CEO

GRI 2-22

Dear Stakeholders,

The global agri-food industry continues to navigate a myriad of challenges that underscore the urgency of adaptability and resilience. Shifting consumer preferences, geopolitical tensions, extreme weather conditions, and rising energy costs have compounded complexities, disrupting food supply chains, escalating production costs, and amplifying the need for sustainable practices.

The rising prevalence of malnutrition post-pandemic has placed a renewed focus on the importance of food security, particularly for vulnerable communities. Japfa remains steadfast in its mission to provide affordable, high-quality proteins to those who need them most while advancing our environmental and social goals.

Despite the challenges, we remain committed to our core mission of providing affordable, high-quality protein while making a meaningful impact through corporate social responsibility (CSR) initiatives. Through Japfa for Kids, our flagship community programme, we continue to expand our reach, supporting thousands more children across multiple Indonesian provinces with nutrition education and improved access to balanced diets.

At the same time, we are committed to minimising our environmental impact while achieving our mission. This is made possible through:

Sustainability-Linked Bond (SLB): A Milestone in Sustainable Finance

In 2024, Japfa achieved a significant milestone: fulfilling its Sustainability-Linked Bond (SLB) target. Within the agreed timeframe, we completed nine water recycling facilities across key poultry operations which faces water scarcity issues. This demonstrates both our commitment to ambitious sustainability goals and our pioneering leadership as the first agri-food company to issue an SLB.

Looking ahead, Japfa will strategically leverage sustainability-linked finance to drive transformative business practices towards responsible production for a long-term value creation that benefits the company and society, while protecting the environment.

Financial Success Enabling Sustainability

Our strong financial performance provides a solid foundation for advancing our sustainability initiatives. This financial resilience through agri-business cycles has enabled us to prioritise critical infrastructure projects, such as water recycling systems, renewable energy technology, and digital sustainability platforms. By linking financial strength with sustainability, we are able to scale impactful initiatives and achieve meaningful progress across our environmental and social pillars.

Climate Scenario Analysis: Strengthening ESG Strategy

To further fortify our ability to address climate-related risks, Japfa completed its first comprehensive Climate Scenario Analysis (CSA) in 2024. This rigorous scientific assessment has provided valuable insights into potential vulnerabilities and opportunities, enabling us to embed climate considerations into our decision-making processes. The CSA results align with our sustainability financing efforts and enhance our risk management frameworks, reinforcing Japfa’s leadership in global ESG benchmarks.

Expanding Life Cycle Assessments for Greater Environmental Insights

Additionally, we are expanding the use of LCA to more protein categories, providing science-based insights into environmental hotspots and enabling targeted action plans. Through these initiatives, we aim to continuously improve our sustainability performance, address critical impacts, and drive operational efficiency gains.

Looking to the Future: Shaping Sustainable Food Systems

As we reflect on our achievements in 2024, we are inspired to set even bolder targets for the future. In the coming years, Japfa will focus on scaling initiatives that address critical global challenges, including food security, climate resilience, and circular economy adoption. By advancing our sustainability-linked financing framework and expanding collaborative partnerships, we aim to accelerate progress and amplify our impact.

Our 2024 theme, “Built on Trust,” underscores the foundation of our sustainability journey. Trust is not built overnight; it is earned through consistent effort, integrity, and a steadfast commitment to transparency and accountability. Whether through our products, governance systems, or partnerships, we will continue to honor this trust by delivering meaningful value for all stakeholders.

On behalf of Japfa, I extend my deepest gratitude to all our stakeholders for their unwavering support. Your collaboration and shared vision empower us to drive positive change, build a sustainable food system, and secure a healthier future for generations to come.

Tan Yong Nang
Chief Executive Officer



Foreword from Our Sustainability Committee

Dear Stakeholders,

In 2024, we made significant strides in our sustainability journey, as set out in detail in this Sustainability Report. In particular, I wish to highlight noteworthy improvements to our Efficient Production System and to our Sustainability Data Integrity.

Efficient Production System

Our focus is to continuously improve resource efficiency throughout our vertically integrated operations, across all countries we operate in. This approach allows us to reduce production costs while simultaneously minimising our environmental impact.

Many new resource-efficiency initiatives were conceptualised and implemented by our people working in operations. This is a reflection that sustainability is being progressively embedded into our operational mindset, as well as into our capital expenditure plans.

These initiatives are outlined in detail in Chapter 5 Our Efficient Production System. Notable improvements in 2024 include:

- Building the largest and most advanced vaccine production facility in Vietnam
- Japfa’s Groundbreaking Achievement in Sustainable Tropical Eel Breeding
- Reducing coal usage by 70.4%
- Implementing energy saving “auto-off” systems in production
- JSRS integrating geographical data to gain insights into climate risks such as water scarcity
- Digitalisation initiatives in poultry and aquaculture operations
- Water preservation through the successful completion in 2024 of the last of nine water recycling facilities, fulfilling its Sustainability-Linked Bond targets
- Water efficiency and conservation measures implemented across our operations
- Waste management including the reduction in plastic materials used and in-house recycling of feed woven bags

The Sustainability Committee truly appreciates the efforts of our production and operational teams across the Japfa Group in making these meaningful resource efficiency improvements.

Sustainability Data Integrity

Japfa Sustainability Reporting System (JSRS)

In 2019, we recognised the importance of having an in-house data and systems platform to support our sustainability aspirations. JSRS was introduced to capture our sustainability metrics across key environmental and social aspects, including water consumption, waste and wastewater management, electricity usage, and occupational health and safety. JSRS now forms the backbone of our sustainability initiatives.

The platform’s introduction was not without challenges, as processes for data submission and validation had to be tailor-made specifically for our animal protein operations. Rather than using generic data, we use our own “real” data for assessment, improvements and planning, applicable to a tropical climate and each country we operate in.

Refining Data Accuracy and Reliability

Between 2019 and 2024, Japfa implemented a structured process to collect information from various operational units across multiple geographical locations. Through strong collaboration across our operational units, IT, HR and Finance, data quality has continuously improved over this period.

Optimisation of Japfa Sustainability (Sustainalitics)

We developed an in-house sustainability analytic dashboard, known as Japfa Sustainalitics. Sustainalitics enables Japfa to conduct analysis of the JSRS data which facilitates decision-making and continuous improvement in various aspects of environmental management, such as water and energy efficiency, emission reduction, and waste recycling. Sustainalitics is also used to enhance data quality by providing data analysis, trend identification and detection of anomalies in data patterns. Throughout the entire 2024, we are able to improve the data completion, timeliness, and accuracy of data across the organisation.

Achieving Data-Driven Sustainability

The JSRS data improvement process gives us greater confidence in the quality, accuracy and completeness of our JSRS sustainability data. Unlike the use on generic datasets, Japfa’s proprietary database reflects real environmental and social data from its operations, empowering us to make informed decisions that align with our sustainability goals. This supports informed decision-making and operational transparency.

In 2024, we enhanced the JSRS features by integrating geographical data from all our facilities, which now allows us to leverage precise, location-based insights to better understand and mitigate global risks, including water scarcity, climate change impacts, and biodiversity challenges. We are also developing a feature in JSRS to improve the traceability of our waste, providing deeper insights into our waste management practices throughout the operations.

Built on Trust

The improvements to our Efficient Production System and Sustainability Data Integrity underscores our dedication to strengthen the trust of our investors, partners, and communities. Just as our products reflect Japfa’s dedication to quality and food security, an Efficient Production System, and a robust sustainability data system upholds the principles of environmental stewardship, and prudent governance.

Our Sustainability Champions and all our 2024 improvements clearly reflect the strong dedication and effective collaboration of people across the Japfa Group. As we move forward, Japfa is confident that our sustainability efforts will remain effective and meaningful to all our Stakeholders.

Kevin Monteiro
Sustainability Committee

Japfa 2024 Sustainability Highlights



Enhancing Data Integrity with JSRS

Japfa raised the bar for environmental data accuracy by implementing a rigorous data cleansing and validation process. Utilising proprietary tools like the Japfa Sustainability Reporting System (JSRS) and Japfa Sustainalitics, we transitioned from generic datasets to precise, operation-specific ESG data. This transformative step ensures that our sustainability strategies are based on accurate, actionable insights tailored to our operations.

This achievement strengthens accountability by providing a transparent view of our sustainability performance and empowering data-driven decision-making. With reliable ESG data, we can allocate resources effectively, track progress toward measurable goals, and implement targeted strategies to address key challenges. By prioritising data integrity, Japfa reaffirms its commitment to transparency, trust, and impactful action in sustainability.



Advancing Environmental Accountability through Life Cycle Assessments (LCA)

Incorporating science-based methodologies into our operations, Japfa further embedded sustainability into decision-making with the completion of LCA of our next major protein: swine in Vietnam. The study took 1.5 years and the results offer clear, actionable insights into our environmental footprint, helping us identify areas for improvement and develop targeted, data-driven strategies.

By adopting this rigorous, fact-based approach, Japfa strengthens its operational framework and credibility as a sustainability leader in the protein industry. Our next objective is to conduct an LCA for our aquaculture operations in Indonesia.



Achieving the Final Milestone in PT Japfa's Sustainability-Linked Bond (SLB)

Japfa proudly celebrates a significant milestone in achieving the KPI targets for our SLB, with the completion of the ninth and final water recycling facility in our Indonesian poultry operations. This remarkable accomplishment would not have been possible without the unwavering commitment, innovation, and collaboration of our people in operations.

Overcoming the challenges of implementing water recycling systems in our poultry operations required ingenuity, dedication, and a shared vision for sustainability. Through innovative solutions and strategic resource management, such as leveraging water scarcity mapping and prioritising water-stressed areas, we delivered measurable environmental benefits while enhancing operational efficiency.



Driving Progress Toward Japfa Sustainability Targets

Japfa took steps to track progress toward its long term Sustainability Targets by defining actionable, measurable steps and setting milestones with near-term goals. Guided by the Sustainability Sub-Committees, there were several rounds of deep dive sessions with Operations, Finance, Human Resource, IT and our Sustainability Champions, to explore and investigate potential areas of improvement. Through this dedicated network, Japfa fosters an inclusive and collaborative approach, engaging diverse teams, leveraging on their in-depth expertise to ensure that our sustainability efforts are not only effective and practical, but also deeply embed a sustainability mindset within our organisational culture.

In 2024, we successfully reduced energy usage from coal by 70.4%. The number of training hours received by employees also increased to 11.5 hours per employee per year.



Combating Malnutrition with Japfa for Kids

The Japfa for Kids programme continues to deliver our commitment to address malnutrition and stunting among children, aligning with the UN Sustainable Development Goal 2: Zero Hunger, as well as the Indonesian government's focus to improve child nutrition.

By providing education on balance diets, in collaboration with local governments, health institutions, and schools, Japfa aims to create a multiplier effect fostering lasting positive change in communities. Additionally, by providing access to affordable, nutritious proteins, Japfa directly addresses the immediate needs of malnourished children, helping to improve their nutritional status.

In 2024, our programme reached out to 15,518 children from 96 schools. 762 children, who were malnourished or undernourished at the start of the programme, were lifted to normal health status with our intervention.



Comprehensive Climate Scenario Analysis (CSA)

We completed a detailed CSA to evaluate future potential climate-related risks and opportunities. Conducted by an independent external expert, this comprehensive analysis explored socio-economic, technological, and environmental factors, enabling Japfa to anticipate potential physical risks and enhance organisational resilience. By integrating the CSA findings into our operations, Japfa can pre-emptively identify innovative solutions, solidifying its readiness to navigate future challenges effectively.



Japfa Day 2024: Reaffirming Our Commitment to Food Security

With over 50 years of experience, Japfa plays a key role in meeting the protein needs of Indonesia and Emerging Asia. By providing affordable, nutritious staple proteins, Japfa aims to actively contribute to food security and self-sufficiency of staple foods.

In 2024, we organised Japfa Day, an event that reaffirmed our commitment to food security in Indonesia, serving as a dynamic platform to bring together industry experts, government representatives, and key stakeholders. This event fostered collaborative dialogue and shared insights, enabling the exchange of innovative ideas to tackle pressing challenges in food security and self-sufficiency and to build a resilient food ecosystem for future generations.



Biodiversity & Conservation - Eel Breakthrough

Japfa's Aquaculture Research Centre (ARC) achieved a breakthrough in sustainable aquaculture by successfully reproducing 70,000 tropical eel (*Anguilla bicolor*) larvae, addressing the challenges of replicating their complex breeding cycle in captivity. Highly prized in Asian markets, wild eel populations have been under threat due to over-harvesting, impacting biodiversity. This milestone demonstrates the feasibility of large-scale eel farming under controlled conditions, reducing pressure on wild stocks while promoting ecosystem conservation. Japfa's success advances responsible aquaculture and aligns with its commitment to environmental sustainability and a resilient food supply.

01

We are Japfa



Aerial view of Japfa commercial farm in Indonesia

Japfa Ltd, together with its subsidiaries (referred to as the Group), is a leading industrialised agri-food company committed to providing affordable and nutritious staple proteins, including poultry, swine, aquaculture, and packaged foods. With a focus on emerging Asian markets, we adopt a vertically-integrated business model, overseeing every phase of production — from animal feed production and breeding to commercial farming and food processing — ensuring the availability of cost-effective proteins that nourish millions across Emerging Asia. (GRI 2-1, 2-6)

At Japfa, we place a strong emphasis on food quality and safety, with a holistic approach that spans from selective breeding to animal health, nutrition, welfare, and husbandry practices. Our efforts are bolstered by stringent biosecurity measures and partnerships with global leaders in genetics , as necessary. This integrated approach ensures consistent product quality and yields, allowing us to meet the growing demand for high-quality proteins iwhile keeping them affordable. (GRI 2-6)

For clarity in this report, we use the following terms:

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

Details about our company including the Company’s vision and mission can be found on our website and annual report.



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



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



<https://japfa.com/investors/report/annual-reports>

Our Business Reach

Supplying Staple Animal Proteins in Emerging Asia

With economies in Asia expected to experience strong long-term growth, demand for staple proteins is projected to rise. Japfa is strategically positioned in these growth markets to meet demand while maintaining a firm commitment to integrating sustainable practices across its supply chain. Through this approach, we aim to nourish millions by providing safe and affordable protein foods, supporting the well-being of communities.



Indonesian Grilled Chicken with Sambal - an example of protein-based local dish in Japfa Emerging Asia

Animal Protein - PT Japfa Tbk

PT Japfa Tbk produces quality animal feed, poultry, aquaculture, branded consumer foods and beef. We are Indonesia’s second-largest poultry company, operating an integrated value chain that includes feed manufacturing, breeding, commercial farming, slaughterhouse operations, and branded consumer products. PT Japfa Tbk’s slaughterhouses and food processing facilities are Halal-certified, ensuring compliance with Indonesia’s dietary and religious standards.

A key pillar of the business is the high-quality feed production under Comfeed and Benefeed brands, known for their consistency and suitability for local conditions. Japfa supplies high-performance Day-Old-Chicks (DOCs) in collaboration with Aviagen and operates commercial broiler farms that provide staple protein to Indonesia. These farms also supply raw materials for Japfa’s ready-to-eat and ready-to-cook consumer products, marketed under the trusted So Good and So Nice brands. In beef, Japfa’s integrated business covers cattle breeding, fattening, and abattoirs, focusing on premium Tokusen Wagyu Beef.

Japfa is the only poultry producer in Indonesia with an in-house vaccine research and production facility. PT Vaksindo Satwa Nusantara (“Vaksindo”) plays a strategic role in livestock health, producing a range of vaccines, including Avian Influenza H5N1 vaccines. With a strong focus on research, innovation, and international quality standards, Vaksindo exports its vaccines to 20 countries, reinforcing Japfa’s commitment to sustainable and disease-resistant poultry farming.

Japfa’s integrated aquaculture business, established in 1987, spans feed mills, hatcheries, grow-out farms, cold storage, and seafood processing. Through a joint venture with Hendrix Genetics, Japfa operates shrimp broodstock multiplication centres supplying Kona Bay shrimps to the Indonesian market. Complementing this, Japfa offers technical support, animal health services, and R&D to enhance farm productivity.

Animal Protein - Other

The Animal Protein Other (“APO”) segment covers Japfa’s operations in Vietnam, India, Myanmar and Bangladesh, producing high-quality animal feed, poultry and swine.

Japfa Vietnam’s poultry operations are fully integrated, covering feed manufacturing, breeding, commercial farming, processing, and distribution. In addition to broiler chicken, we have strategically introduced colour birds to cater to Vietnamese consumer preferences. Beyond poultry, Japfa has established a robust swine business, producing high-quality swine feed and developing a vertically integrated breeding pyramid starting from the Great Grand-Parent level. This structure ensures a stable genetic foundation to support its advanced breeding and fattening farms, which utilise the latest technologies for efficiency and productivity. Additionally, in 2024, Japfa inaugurated Vietnam’s largest veterinary vaccine manufacturing facility under Vaksindo, leveraging its expertise from Indonesia to produce high-quality poultry vaccines for domestic and regional markets, further reinforcing its commitment to livestock health and food security.

Japfa’s poultry operations in India focus on producing premium-quality poultry feed with recent expansions into cattle, fish, and swine feed. In Myanmar, Japfa operates an integrated poultry business and is the second-largest producer of feed and Day-Old-Chicks (DOCs). Despite political challenges, our team remains committed to ensure ongoing operations. Bangladesh is Japfa’s newest market, where it has commenced poultry feed manufacturing in the start-up phase.

Details on the Group structure can be found on our website



Japfa Food Booth on Japfa Day

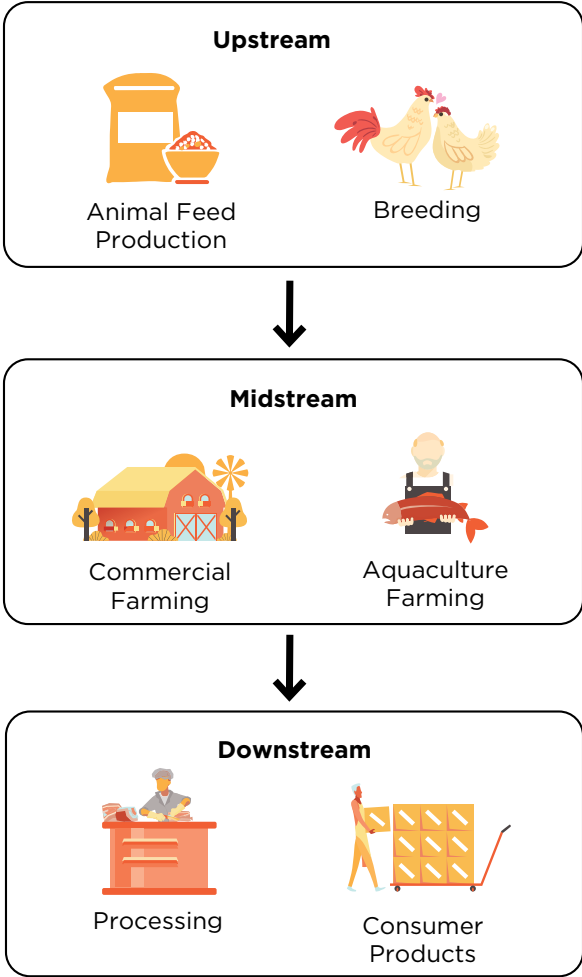
Vertically-Integrated Business Model

Japfa operates a vertically integrated business model encompassing upstream, midstream, and downstream stages. This model enables strict quality control and consistent production of high-quality protein products, while catering to the diverse needs of millions of customers across Emerging Asia. (GRI 2-6)

Details regarding our business model can be found on our website



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

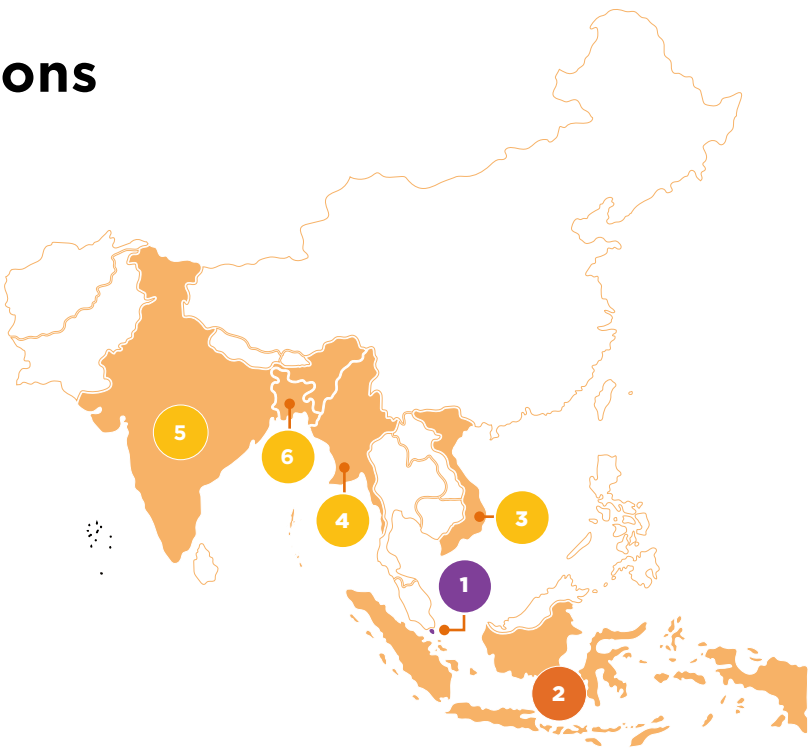


Scope of Operations

GRI 2-7

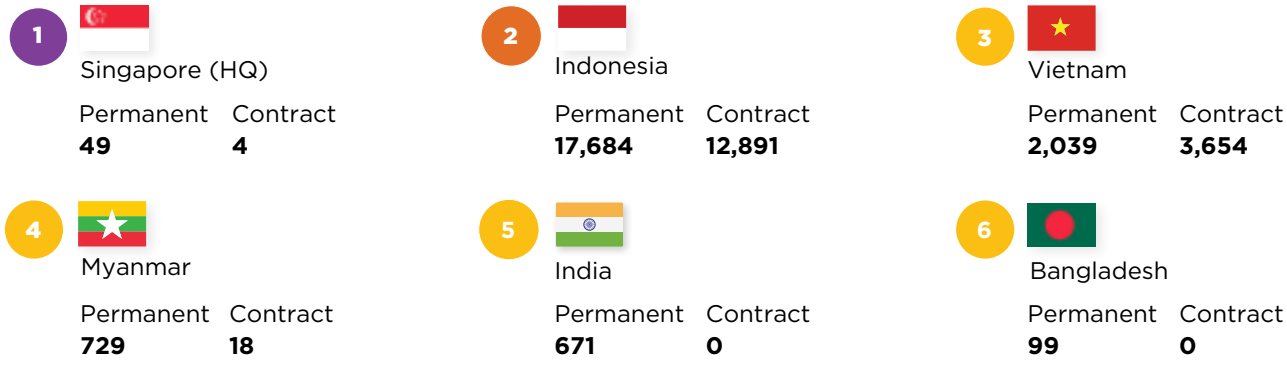
Japfa employs a structured data collection system via ERP Human Capital Management (HCM) to efficiently manage human resources information. As of 31 December 2024, the reported data represents Japfa’s total workforce, comprising full-time employees, both permanent and contract. Japfa does not engage any workers who are not directly employed. (GRI 2-8)

Our overall employee numbers increased in 2024 compared to the previous year. (GRI 2-7)




Total Number of Employees by Region in 2024

GRI 2-8




Number of Employees

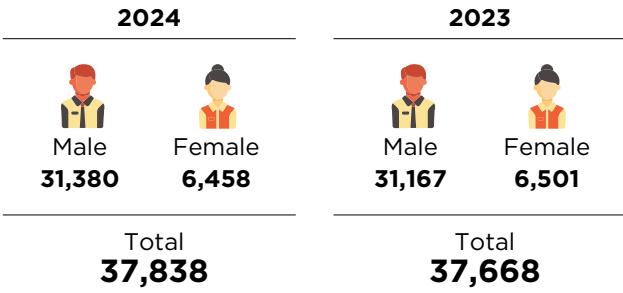
GRI 2-7

 Male

	2024	2023
Permanent	17,131	17,219
Contract	14,249	13,948

 Female

	2024	2023
Permanent	4,140	4,163
Contract	2,318	2,338



Throughout the reporting period, Japfa did not employ part-time employees, and there was no significant fluctuation in the number of employees. In 2024, the number of male employees was higher compared to female employees. This condition is influenced by the characteristics of the agricultural industry, which is traditionally considered to involve more male workers, along with the demands of physical work and evolving gender perceptions. (GRI 2-7, 2-8)

Upholding Ethics and Integrity

Ethical business practices are fundamental to sustainable growth. With a workforce of over 37,000 employees, our commitment to integrity guides our interactions with all stakeholders. As a publicly listed company on the Singapore Exchange, we adhere to all laws and regulations, while promoting a strong ethical culture through a formalised code of conduct that informs our daily operations. Our well-structured governance framework supports us in maintaining high standards of transparency and accountability. (GRI 2-27, 206-1)



PT Japfa Tbk Employee Training

Investor Relations Policy

Japfa’s Investor Relations Policy is crucial in ensuring timely, accurate, and consistent communication with the investment community. This policy helps mitigate risks, supports informed decision-making, and ensures compliance with regulatory standards, ultimately boosting investor confidence and fostering long-term value creation.



<https://japfa.com/investors/investor-relations-policy>

Detailed Investor Relations Policy can be accessed on our website

Employee Code of Conduct

Our Employee Code of Conduct, which includes an anti-corruption policy, serves as the foundation for fostering ethical and professional behaviour in the workplace. New hires are introduced to the Code during onboarding to ensure these values are instilled from the outset. (GRI 2-24, 205-2)

JAPFALERT

We have a whistle-blowing system called JAPFALERT, allowing the reporting of misconduct without fear of retaliation. (GRI 2-23, 2-26) Each report is treated with the utmost seriousness, and appropriate actions are taken while maintaining the confidentiality of the reporter’s identity, in line with our established procedures. (GRI 2-25)

Based on internal audit results in 2024, there were no cases of corruption which had a material impact on the financial results across the group. (GRI 205-1, 205-3)

Economic Performance

2024 was faced with significant challenges such as climate change, geopolitical tensions, inflation, supply chain disruptions, and the rising cost of living, all of which affect our economic performance in the regions where we operate. Despite these obstacles, we remain resilient and committed, maintaining steady economic performance through adaptive business strategies. (GRI 201-1)

Our adaptability and resilience has led Japfa Group to be amongst the Fortune Southeast Asia 500 in 2024, where we were ranked 84th. Additionally, our subsidiary, PT Japfa Tbk, is featured in the Fortune 100 Indonesia in 2023, where they were ranked 23th. This list highlights the largest companies in Southeast Asia, reflecting our potential to capitalise on opportunities within this influential regional market.



in million USD			2024	2023
Direct Economic Value Generated				
Revenue			4,619.0	4,428.9
Interest Income			6.0	5.6
Other Net Income/(Expenses)			(126.9)	(115.1)
Total			4,498.1	4,319.4
Economic Value Distributed				
Operating Cost (Cost of sales, SG&A exclude staff cost)			3,807.8	3,917.5
Employee wages and benefits			401.1	391.0
Payment to providers of equity capital - dividends			14.3	15.2
Community Investment			1.1	1.5
Payment to government			44.7	28.8
Total			4,269.0	4,354.1
Economic Value Retained				
Economic Value Retained			229.1	(34.7)

Driving Sustainability through the Japfa Capital Commitment System

in million USD					Total Spent in 2024 27.3
	Efficient Production System		People Development		
	21.0		5.7		

Japfa has incorporated sustainability into the Japfa Capital Commitment System so as to embed ESG considerations into future growth plans and budgets. In 2024, a total of US\$27.3 million was invested into sustainability-related initiatives, where more than half was invested into further boosting our Efficient Production System including:

- Building closed-house commercial farms
- Wastewater management
- Improving animal health and welfare
- New technologies to improve our operational efficiency

Contributing to Sustainable Development Goals (SDGs)

As a leading animal protein producer in emerging Asia, we recognise our responsibility in advancing the UN Sustainable Development Goals (SDGs), particularly in food security (SDG 2: Zero Hunger). We maintain an efficient production system that minimises food loss and waste, enhances resource efficiency, and reduces environmental impact. In line with regional standards for sustainable consumption and production (SDG 12: Responsible Consumption and Production), Japfa promotes sustainable growth (SDG 8: Decent Work and Economic Growth) by creating jobs and fostering strong partnerships.



Membership in Associations

With over 50 years of experience in the livestock industry, collaboration has been essential to Japfa's growth and success. By partnering with local and international stakeholders who share our commitment to sustainability, we have achieved much more together. This cooperative approach amplifies our impact, driving our progress and enhancing our contribution to a more sustainable future. (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

Authorised Economic Operator (AEO)

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

02

Environmental, Social, and Governance

Food security across Asia stands at a critical crossroads, influenced by the intertwined forces of rapid population growth, escalating climate change impacts, deep-seated economic inequalities, and limited access to vital resources. Acknowledging the pressing realities of the climate crisis, Japfa has taken decisive steps to set ambitious sustainability goals, ensuring a steady supply of nutritious animal protein to communities across Emerging Asia.

Anchored by our vision, "**Growing Towards Mutual Prosperity**," and guided by the principles of Japfa's Sustainability Pillars, we actively collaborate with stakeholders to build a resilient and sustainable business amid global climate challenges. As a publicly listed company, Japfa remains steadfast in adhering to the Singapore Exchange (SGX) climate-related reporting requirements and aligning with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

This report reaffirms our unwavering commitment to embedding sustainability into our governance, strategy, risk management, and metrics and targets. By integrating climate resilience and adaptation measures into our operations, we proactively mitigate environmental impacts while fostering long-term business sustainability.

Through the seamless incorporation of these principles into our Japfa Enterprise Risk Management (ERM) System, we ensure that climate change considerations are central to our decision-making processes - empowering Japfa to navigate the complexities of a changing world with purpose and responsibility.

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

Governance

TCFD-Govt-a, TCFD-Govt-b

We recognise that robust governance is the cornerstone of addressing climate-related risks and opportunities effectively. By embedding climate considerations into our strategic planning and risk management frameworks, we ensure our ability to mitigate potential risks, capitalise on opportunities in the low-carbon economy, and drive sustainable growth despite global challenges.

Organisational Structure

Japfa's strong leadership, guided by a sustainability mindset established from the start, has cultivated a governance framework that is both resilient and forward-looking. This framework includes regular and transparent communication with stakeholders, ensuring that management's decisions and the Company's performance are clearly understood.

During challenging times, Japfa's leadership fosters trust and stability across the Group, enabling efficient communication, cohesive teamwork, and smooth operations. This culture has solidified Japfa's foundation, positioning us to navigate uncertainties while advancing our sustainable growth agenda.

This governance structure unites the Company under a shared mission: to deliver nutritious, essential proteins that are both affordable and accessible, aligning with the United Nations Sustainable Development Goal 2 (SDG 2): Zero Hunger.

In 2023, our organisational structure underwent changes with the retirement of directors in compliance with the Singapore Exchange (SGX) regulations on directorship tenure (GRI 2-9). These adjustments reflect our commitment to maintaining effective governance while adhering to regulatory requirements.

For more details on Japfa Ltd's Board of Directors (Board) and governance practices, please refer to our Annual Report 2024.



<https://www.japfa.com/investors/report/annual-report>

Sustainability Committee

TCFD-Govt-a, TCFD-Govt-b

Japfa's unwavering commitment to sustainability is exemplified by its Sustainability Committee (SC), established in 2018 as a cornerstone of the Company's governance framework. Led by Chief Executive Officer (CEO) and Chief Financial Officer (CFO), this executive-driven committee demonstrates Japfa's resolve to address critical environmental and climate challenges while advancing its long-term sustainability goals.

The SC plays a pivotal role in implementing Japfa's sustainability strategies across the Group, aligning with Japfa's Sustainability Pillars to address critical environmental, social and governance changes and challenges (GRI 2-24). Working closely with the Sustainability Sub-Committees, it develops and drives frameworks for short, medium, and long-term objectives, fostering resilience and reinforcing stakeholder trust in Japfa's structured and transparent approach to sustainable practices. (GRI 2-13)

Regular reporting to the Board of Directors (Board) ensures sustainability is fully integrated into Japfa's strategic and operational decision-making processes (GRI 2-9, 2-13). Additionally, the SC oversees the integrity of sustainability disclosures, delivering critical insights to the Board for impactful decision-making and promoting accountability (GRI 2-12, 2-13, 2-14). Through consistent updates, the SC enables the Board to effectively monitor progress and targets, strengthening Japfa's ability to manage climate-related risks while delivering measurable environmental and social benefits.

Thank You for being
Our Sustainability Champions !

Sustainability Committee



Tan Yong Nang
Chief Executive Officer



Kevin John Monteiro¹
Chief Financial Officer

Sustainability Coordinating Sub-Committee



Danny Wong
Financial Controller,
Japfa Ltd



Tan Kai Loon Jasper
Head of Corporate HR,
Japfa Ltd



Bambang Widjaja
Group Head
Equity Markets,
Japfa Ltd



Aileen Wee
Head of Investor Relations
& Sustainability,
Japfa 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 Santosa²
Chairman,
Sustainability Committee,
PT Japfa Tbk



Antonius Harwanto
Chief Operating Officer
Poultry Indonesia,
PT Japfa Tbk



Leo Handoko Laksono
Finance Director,
PT Japfa Tbk



Arif Widjaja
Deputy 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 AHLE
(Animal Health & Livestock
Equipment),
PT Japfa Tbk



Bambang Heru Wardoyo
Head of 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 Eman³
Managing Director,
Japfa Myanmar



Prasad Chittaranjan Wagh
Managing Director,
Japfa India



Biplob Kumer Sarker
Country Head,
Japfa Bangladesh

The Sustainability Committee's Roles and Responsibilities:

1. Establish and propose sustainable development policy and direction to the Board of Directors for approval.
2. Develop sustainability strategies with timeframes.
3. 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)
4. Approve the Sustainability Report annually. (GRI 2-14)
5. Appoint Sustainability Sub-Committees, as considered appropriate, for the implementation of sustainability strategies within operational divisions.
6. Review and approve KPIs and SPTs of sustainability-linked transactions.

Sustainability Champions

TCFD-Govt-a, TCFD-Govt-b

Japfa's Sustainability Champions are the driving force behind the implementation of our sustainability strategies, representing diverse departments, expertise, and regions across the Group. These dedicated individuals are the catalysts for change, translating our sustainability vision into actionable initiatives that resonate throughout the organisation.

Sustainability Champions are empowered in their roles to embed sustainability into the core of daily decision-making, ensuring that it becomes a fundamental aspect of Japfa's operational ethos. By integrating sustainability into each team's practices and priorities, they inspire innovation, accountability, and a shared commitment to achieving Japfa's long-term sustainability goals.

Through their collective efforts, Sustainability Champions bridge strategic intent with on-the-ground execution, reinforcing Japfa's position as a leader in sustainable growth and resilience.

Sustainability Champions Across the Group



Valeria Montesoro
Vice President,
Corporate Communications,
Japfa Ltd



Anna Chan
HR Business Partner
Outside Indonesia,
Japfa Ltd



Rachmat Indrajaya
Corporate Affairs
Director,
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
Deputy Head
Corporate IT,
PT Japfa Tbk



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



Toto Handoyo
Assistant to
HR Business Partner,
PT Japfa Tbk



Rina Firdausy
HR Business Partner
Manager,
PT Japfa Tbk



Zakhrialdi Jumnasti
HR Business Partner
Manager,
PT Japfa Tbk



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



Mikael Paul
HR Business Partner
Indonesia,
PT Japfa Tbk



Rizqal Hade
Head of
HR Digitalization,
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



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



Wali Muhammad
Head of
HR & GA Poultry,
PT Japfa Tbk



Hendro
Financial Controller
Poultry,
PT Japfa Tbk

¹ Member of the Asia Pacific Chapter of the Accounting for Sustainability (A4S) Chief Financial Officers Leadership Network since 2021. Represents Japfa 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.

² Mr. Santosa also served as the President Director of PT Japfa Tbk.

³ Mr. Eman also served as the VP Strategic Alliances Partnership, PT Japfa Tbk since 1 July 2024.



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



Akhyar
Head of PS & GPS Hatchery, Poultry Breeding Division, PT Japfa Tbk



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



Achmad Choiron
Financial Controller Commercial Poultry Division, PT Japfa Tbk



Ardi Budiono
Head of Aquaculture Division, PT Japfa Tbk



Jonny Susanto
Financial Controller, Head of Project Aquaculture Division, PT Japfa Tbk



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



Zaenal Arifin
EHS Security Manager, Aquaculture Division, PT Japfa Tbk



Indira Nuranissa Ardiwidjaja
Communication & Employee Engagement Manager, 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 A
Head of Consumer Food Division Indonesia, PT Japfa Tbk



Yandri Nusral
Acting Head of Manufacturing, Consumer Food Division Indonesia, PT Japfa Tbk



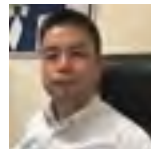
Sanjeev Kumar
Head of Poultry Business, Japfa Vietnam



Nguyen Chi Cong
Head of Swine Business, Japfa Vietnam



Tommy Yance Manawan
Finance Controller, Japfa Vietnam



Nguyen Cong Phuong
Head of Feed Production, Japfa Vietnam



Le Van Long
Head Of Feed Sales - South, Japfa Vietnam



Vidyasagar A
Financial Controller Japfa India



Bhagvat Chavan
Senior General Manager HR & GA, Japfa India



Riyadi
Head of Engineer & Maintenance, Japfa Myanmar



Yin Yin Myint
Head of HR & GA, Japfa Myanmar



Ng Johnny Adhinegara
Deputy Country Head, Japfa Myanmar



Arnab Dutta
Financial Controller, Japfa Bangladesh



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

Driving Sustainability with Data: Continuous Quality Improvement



Strengthening Data Management for Sustainable Reporting

Japfa's commitment to robust data management began in 2017 when inconsistencies in reporting underscored the need to improve manual data handling processes. In response, the company launched the Japfa Sustainability Reporting System (JSRS) in 2019 - an in-house platform designed to capture key environmental and social metrics, including electricity consumption, waste management, water usage, occupational health and safety (OHS), and employee statistics.

Strengthening Submission Processes

To improve compliance and efficiency, clear submission deadlines were introduced, reinforced by visual alerts to track delays and ensure timely reporting across all units.

Rigorous Evaluation and Validation

Japfa established a robust system of periodic reviews, error tracing, and validation processes to uphold data integrity. This meticulous approach ensures that sustainability data remains precise, consistent, and aligned with the company's broader reporting objectives.

Japfa Sustainalitics: Elevating Data Quality and Insights

The next step is a booster to our sustainability efforts - we introduced Japfa Sustainalitics, an advanced platform designed to streamline trend analysis and divergence detection. This system enables automatic anomaly detection, allowing teams to trace root causes - whether operational variations or human input errors - and implement corrective measures. Beyond ensuring data accuracy, Japfa Sustainalitics delivers valuable insights into sustainability performance over time, empowering informed decision-making and continuous improvement.

A Structured Approach to Data Accuracy

Developed within a short timeframe to meet Japfa's growing need for reliable sustainability reporting, the JSRS initially faced challenges in ensuring data consistency and quality. To address these hurdles, a structured, ongoing data refinement process was implemented to continuously enhance accuracy and reliability.

Capacity Building Through Specialised Training

The Operation teams handling the data input underwent targeted training to improve accuracy, including guidance on interpreting sustainability-related documents such as utility bills. Where necessary, responsibilities were reassigned to ensure that the most qualified individuals manage the data input.

Strengthening Oversight Through Layered Validation

To further enhance data integrity, the Finance teams provided an additional layer of oversight, leveraging their expertise and experience to identify and correct numerical inconsistencies with precision.

Advancing Data-Driven Sustainability

Japfa's commitment to data excellence and digital innovation has transformed its sustainability reporting, marking a significant milestone in the company's journey. Through continuous enhancement of data quality and the integration of smart analytics, Japfa has evolved into a more data-driven organisation, reinforcing its dedication to sustainability leadership and long-term impact.

“

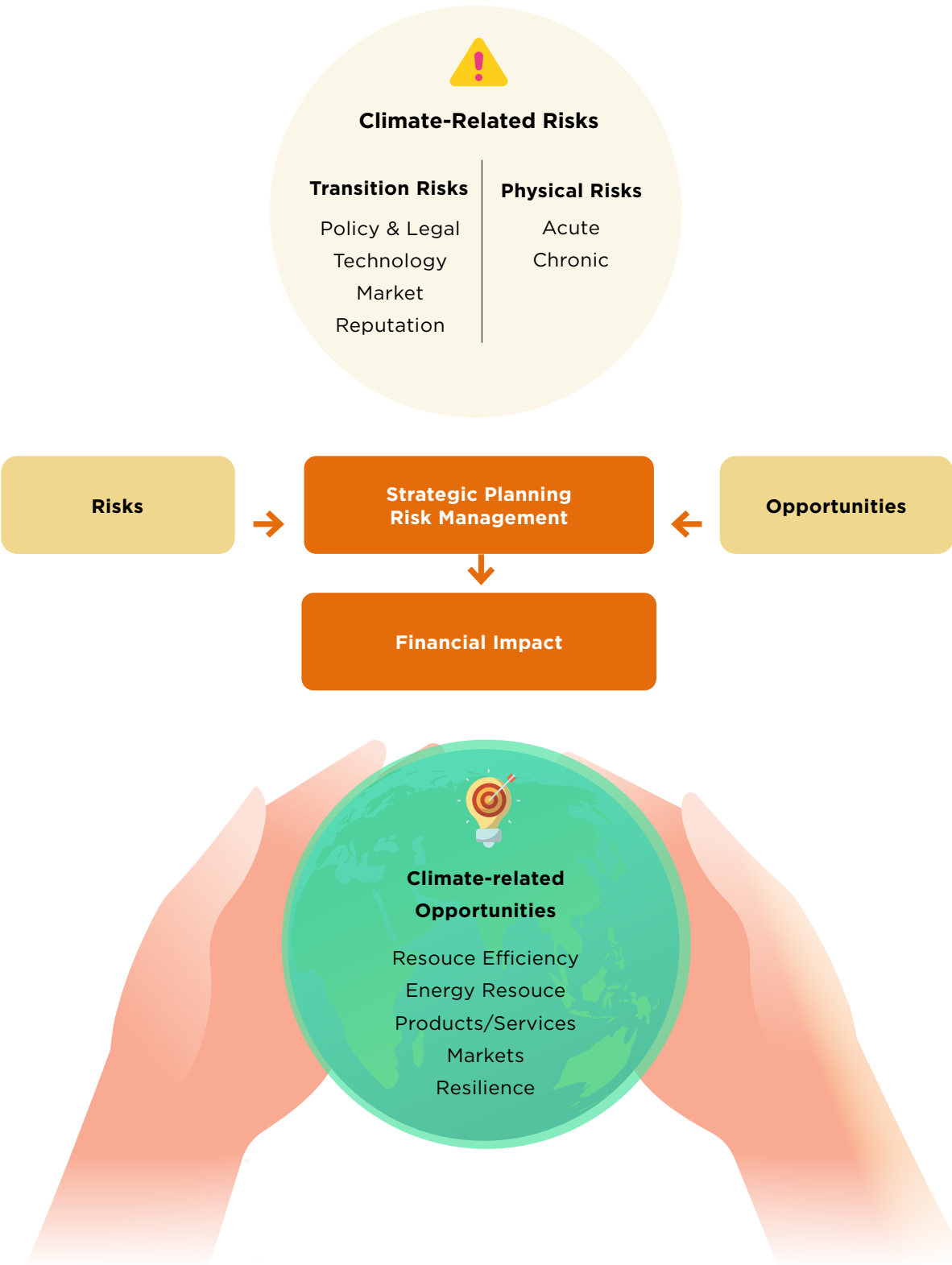
By fostering transparent, proactive climate strategies, Japfa's Sustainability Committee fortifies governance, instills trust, and ensures lasting positive outcomes for both stakeholders and the environment.

”

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 provide essential protein staples is inseparably linked with our commitment to food security. Recognising the significant risks that climate change poses to this mission, we are proactively positioning ourselves as a resilient, future-ready organisation. By prioritising climate change as a material topic, Japfa seamlessly integrates robust risk management practices with forward-looking strategies to safeguard our business, empower communities, and protect the environment.



Japfa Sustainability Pillars

Japfa has embedded climate-related risks and opportunities at the core of its decision-making, guided by the transformative framework of our Sustainability Pillars. These Pillars also encompass a strong commitment to reducing biodiversity loss. Established in 2018 by the SC, in close collaboration with senior management and endorsed by the Board, these Pillars define and drive our sustainability vision across the Group.

Serving as a strategic backbone, the Sustainability Pillars form a robust framework that underpins our sustainability vision across the Group. The Pillars support a structured approach to defining sustainability objectives, set measurable performance indicators, allocate resources, and rigorous monitoring of progress. This integrated approach ensures that sustainability best practices are not merely adopted but fully ingrained into our operational and strategic imperatives. (TCFD-Str-b)

In 2024, we conducted an evaluation of our Sustainability Pillars and incorporated biodiversity management to reflect current trends and nature-related issues. This update has been integrated under the People Development Pillar.

Guided by our Sustainability Pillars, Japfa transforms climate challenges into opportunities, enabling us to have a seamless execution of sustainability best practices across the Group, execute bold strategies to achieve measurable impact.





Efficient Production System

Central to our operational framework, the Efficient Production System pillar focuses on critical aspects such as animal health, optimal resource utilisation, and the minimisation of waste and emissions. By embedding these principles, we achieve cost-efficient operations while delivering affordable, nutritious products to communities across **Japfa Emerging Asia markets**.



People Development

The People Development pillar underscores our dedication to the growth and well-being of our people – employees, farmers, and communities. Through targeted training programmes, technical skill support, and a variety of developmental initiatives, we empower individuals to thrive. This approach reflects our core vision of **Growing Towards Mutual Prosperity**.



Improving Nutrition

This encapsulates our mission to enhance access to nutritious food across **Japfa Emerging Asia**. Leveraging our industrialised, vertically integrated model, we work to provide affordable protein solutions and implement robust traceability systems to ensure food safety. Our flagship CSR initiative, Japfa for Kids, aligns with this pillar, educating young children on the importance of balanced nutrition and fostering their development as future leaders.



Toba Tilapia products available at FairPrice supermarkets in Singapore.

Enterprise Risk Management System

TCFD-Risk-a, TCFD-Risk-b, TCFD-Risk-c

Japfa employs a robust ERM system, aligned with the ISO 31000:2018 Risk Management guidelines, to proactively identify, assess, and address potential business risks, including those related to climate change. This comprehensive system reflects our unwavering commitment to resilience and sustainability in the face of evolving challenges.

Through a structured approach, our ERM system integrates policies, procedures, and practices that encompass every facet of risk management — communication, consultation, context setting, risk assessment, treatment, monitoring, review, documentation, and reporting. By embedding this rigorous methodology into our operations, Japfa ensures a proactive, forward-looking strategy that safeguards our business, supports our stakeholders, and reinforces our capacity to navigate an increasingly dynamic risk landscape. (TCFD-Risk-a)



Purpose of ERM Framework

To assist Japfa in integrating a risk management process into its activities, functions and operations.



Risk Appetite

By implementing and replicating an integrated industrialised approach to farming and food production, Japfa has grown consistently with all stakeholders. Japfa will continue to pursue growth opportunities within our risk capacity, including diversification across multiple proteins in Asian emerging markets.

Principles of Risk Management



Integrated into business processes and decision-making



Dynamic



Systematic, structured and timely



Accounts for human and cultural factors



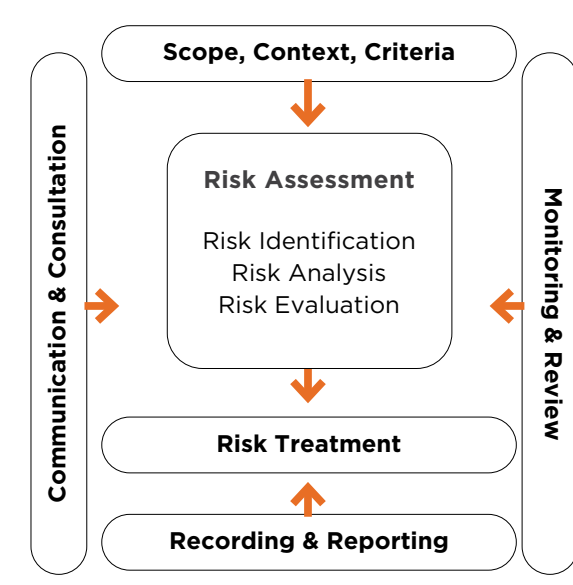
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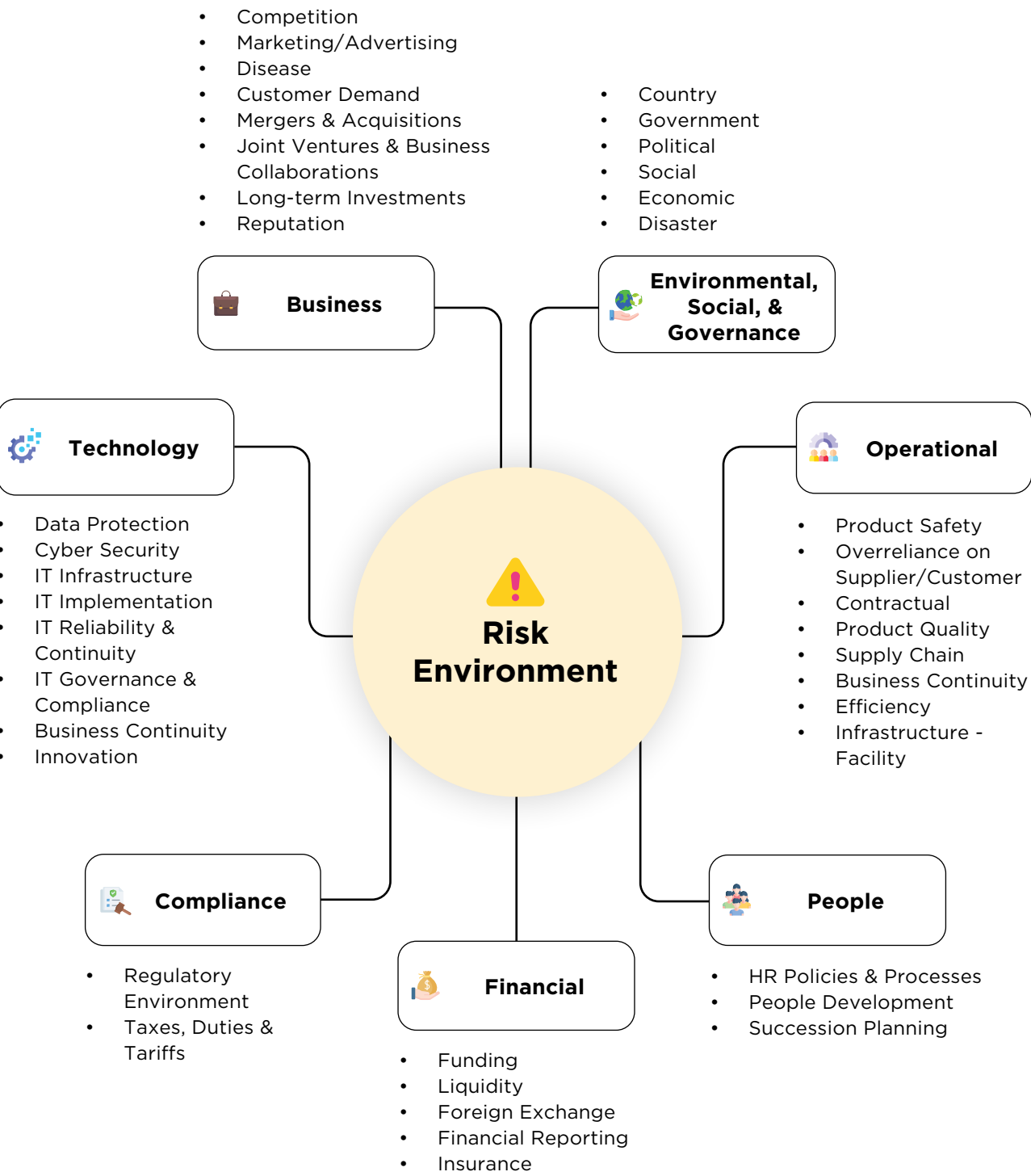
Facilitates continuous improvement



Risk Management Process



Risk Categories



Japfa’s operations are anchored in a dynamic and continually evolving ERM framework. The Management Risk Committee (MRC) conducts thorough risk assessments, delivering timely insights to senior management and business leaders. These evaluations help Japfa to make informed strategic decisions and implement proactive measures to address the impacts of climate change effectively. (TCFD-Str-b, TCFD-Risk-b)

Drawing on these assessments, our teams collaborate to design and execute targeted initiatives that tackle critical challenges, enhance production efficiency, and reduce environmental impact. To ensure transparency and accountability, the SC updates the outcomes of these initiatives to the Board annually. This structured approach reinforces strong governance, fosters accountability, and ensures alignment with Japfa’s sustainability objectives across the Group. (GRI 2-16)



Our staff doing routine checks in Japfa Vietnam swine farm

Climate-Related Risks

TCFD-Risk-a, TCFD-Risk-c

To proactively address the impacts of climate change, Japfa integrates climate-related risks are specifically covered into its ERM system to evaluate potential risks across our operations. This robust framework encompasses both transition risks — such as policy changes, legal developments, technological advancements, market dynamics, and reputational factors — and physical risks, including acute and chronic environmental challenges.

Through in-depth analyses, we assess these risks based on their time horizons and financial implications. Guided by Japfa’s Sustainability Pillars, we classify risks and opportunities into structured time frames: short-term (up to 2030), medium-term (up to 2040), and long-term (up to 2050). This strategic approach ensures targeted mitigation and adaptation measures, reinforcing our resilience and ability to navigate the evolving climate landscape. (TCFD-Str-a)

Throughout 2024, the Board and MRC have maintained steadfast oversight of critical risk factors that could impact the Group’s sustainability, and strategic success. Their continuous evaluation of key challenges, strengths, and opportunities. remains a a cornerstone of our governance framework, driving resilience and ensuring that sustainability and risk management are deeply embedded in our long term vision and decision making. (TCFD-Str-a, TCFD-Str-b, TCFD-Risk-c)

Climate-Related Risk Assessment Completed as at 31 December 2024

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	<ul style="list-style-type: none">Climate-related and emission reporting obligationsIncreased regulatory actions by government to reduce GHG emissions, e.g., carbon tax	<ul style="list-style-type: none">Increased expenses for compliance including evaluation and verification
	Law and regulation changes are not within the Group's control.			
	Technology	Short to medium-term	<ul style="list-style-type: none">Use of industrialised automated farming systems to mitigate climate impacts	<ul style="list-style-type: none">Increased cost of investmentIncreased production efficiency
	We consistently invest in cutting-edge technology, such as closed-house farming systems and smart factory system.			
	Market	Short to long-term	<ul style="list-style-type: none">Increase in raw materials' cost due to climate-related events and geopolitical eventsCustomers requiring certified supply chainInability to obtain reliable and affordable renewable energy	<ul style="list-style-type: none">Increased cost of raw materials and certifications could impact Japfa's sales and may experience financial lossesIncreased expenditure due to higher costs and availability of renewable energy
	The Company has limited influence over fluctuations in market conditions.			
	Reputation	Short-term	<ul style="list-style-type: none">Global pressure on CO₂ emissions produced by animal protein industry	<ul style="list-style-type: none">Reduced revenues due to shift away from animal proteins
	Poultry, the largest revenue contributor for Japfa, has a lower carbon footprint compared to other staple animal protein sources.			
	Acute	Short to medium-term	<ul style="list-style-type: none">Natural disasters, e.g., floods and typhoons, could affect operations	<ul style="list-style-type: none">Increased operating costsCost to repair damaged assetsIncreased capex investment to mitigate natural disaster risksIncreased cost of insurance coverage
	Natural disasters are beyond the Group's control.			
Physical Risk	Chronic	Medium to long-term	Rising temperatures in <i>Japfa Emerging Asia</i> countries could impact: <ol style="list-style-type: none">Animal comfort and welfareIncreased risk of animal diseasesWater scarcityCoastal degradation due to, sea-level rise	<ul style="list-style-type: none">Increased cost of improving animal welfareHigher biosecurity costIncreased cost of water through recycling or purchasing fresh waterLikely 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 2024

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

Opportunity Type	Climate-Related Risks		Potential Financial Impact	
Resource Efficiency	<ul style="list-style-type: none">Digitalisations and analytics of Japfa sustainability data (JSRS)Establishing more efficient poultry closed-house systemEnhanced input efficiency using precision farmingUse of superior genetics to improve productivityWaste reduction and utilisationImproved water and wastewater management systemsPrioritise use of local raw materials to reduce logistic's carbon footprint		<ul style="list-style-type: none">Higher initial capex investment for more advanced technologyLower operating costs through efficiency gains and cost reductionsIncrease production capacity	
	Time Horizon	Up To 2030	Up To 2040	Up To 2050
		Short to Long-term		
	Energy Source	<ul style="list-style-type: none">Aiming to reach Zero Coal by transitioning to cleaner energyWidening source of renewable energy		<ul style="list-style-type: none">Reduce exposure to future fossil fuel price increasesReduce exposure to GHG emissions and potential cost of carbonPotential increase in prices of renewable energy sources
		Time Horizon	Up To 2030	Up To 2040
				Long-term
	Products and Services	<ul style="list-style-type: none">Developing local poultry breeds through selection of genetics to meet consumer's preferenceSharing knowledge to contract farmers on farming practices to mitigate climate change		<ul style="list-style-type: none">Increase revenue through market differentiationImprove market positioning by meeting consumer's preference for local breedsIncrease 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	<ul style="list-style-type: none">Access to new equity and debt funding sourcesSupport 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		<ul style="list-style-type: none">Expansion and diversification of our equity investor baseExpansion and diversification of debt providers and funding instruments including sustainability-linked bonds and loansIncrease 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	<ul style="list-style-type: none">Continue providing staple animal protein foods in each country we operateUse of local raw materials to enhance supply chain resilienceClimate-resilient closed-house system to mitigate climate changeStringent biosecurity protocols to mitigate risks of diseasesFocus on the continuous development of our people		<ul style="list-style-type: none">Potential savings from risk mitigation mesuresReduced 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 has strategically harnessed emerging opportunities while effectively mitigating associated risks through targeted climate adaptation programmes and action plans aimed at achieving our sustainability goals. Our approach seamlessly integrates both immediate, impactful actions and long-term strategies, all focused on reducing the effects of climate change and strengthening our adaptability. This forward-thinking, proactive stance underscores Japfa's unwavering commitment to not only seizing present opportunities but also fortifying resilience across the industry, ensuring sustainable growth in the face of evolving climate challenges.

Climate-Related Risks		Adaptation Plans and Programmes	Time Horizons
Risk Type: Transition Risk			
Policy & Legal	<ul style="list-style-type: none">Climate-related and emission reporting obligationIncreased rigorous actions by government to reduce GHG emissions, e.g. carbon tax	<ul style="list-style-type: none">Digitalisation and data analytics of sustainability data using JSRS to ensure compliance with evolving regulationsImplement robust reporting and disclosure practices to meet climate-related and sustainability requirements	Medium to Long-term
Technology	<ul style="list-style-type: none">Use of automated farming systems to mitigate environmental impacts	<ul style="list-style-type: none">Establish more efficient poultry closed-house systemsEnhance input efficiency using precision farmingUtilise superior genetics for productivity and resilienceDevelop resilient closed-house systems to address climate risks	Short to Medium-term
Market	<ul style="list-style-type: none">Increase in raw material costs due to climate-related events and geopolitical factorsCustomer demand for certified supply chainsLimited access to affordable renewable energy	<ul style="list-style-type: none">Prioritise local raw materials to reduce logistic carbon footprintDevelop local poultry breeds to adapt to long-term climatic challengesStrengthen supply chain resilience by sharing knowledge with contract farmers on climate adaptation practices	Short to Long-Term
Reputation	<ul style="list-style-type: none">Global scrutiny on CO₂ emissions from animal protein industry	<ul style="list-style-type: none">Disseminate knowledge on climate change mitigation and corporate responsibilitySupport 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	<ul style="list-style-type: none">Natural disasters, e.g., typhoons, that may disrupt operations	<ul style="list-style-type: none">Strengthen infrastructure to withstand extreme weather events, ensuring business continuity	Short to Medium-term
Chronic	<p>Rising temperatures in <i>Japfa Emerging Asia</i> affecting:</p> <ul style="list-style-type: none">Animal welfareDisease riskWater scarcityCoastal degradation	<ul style="list-style-type: none">Optimise water use with improved management systems to address water scarcityTransition to cleaner energy sources, aiming for Zero Coal and expanding renewable energy useImplement proactive measures to address energy and climate-related risks	Medium to Long-term

Climate Scenario Analysis

TCFD-Str-c

Japfa has conducted a structured climate scenario analysis (CSA) covering over 90% of its Indonesian business units across 102 locations to proactively address the impacts of climate change on our operations and ensure long-term resilience. This analysis will inform future management decisions and strategies related to climate risk and sustainability. This approach reflects our commitment to sustainability and risk management, integrating advanced methodologies, models, and strategic insights at each stage of the analysis.

Climate Scenario Analysis Objectives and Scope

The objectives of Japfa's climate scenario analysis are threefold:

- 1
- To map climate scenarios and topographic data relevant to Japfa's Indonesian operations.
- 2
- To equip project teams with critical information, enabling them to identify optimal locations for future developments based on climate-related risks and opportunities.
- 3
- To assess potential supply chain vulnerabilities and ensure our strategies address climate-related challenges throughout our value chain.


This scenario analysis covers key climate-related factors including extreme heat, water scarcity, and sea-level rise, all of which could impact Japfa's operations. Our proactive approach ensures these risks are anticipated and integrated into adaptive strategies that guide our long-term operational planning, strengthening our ability to navigate an unpredictable climate future.



PT Japfa Tbk's closed-house hatchery farm in Purwosari, Indonesia


Methodology

Japfa’s climate scenario analysis follows a four-stage methodology:




1. Goal and Scope Definition

This phase defines the objectives, including identifying climate variables and establishing the geographic and temporal scope, covering Indonesia with a focus on historical and future climate data.




2. Data Collection

Data is gathered from multiple sources, notably The Copernicus Climate Change Service (C3S), with coverage across Indonesia (excluding Papua) at various temporal resolutions. Tools like Python and Geographic Information System (GIS) platforms are utilised to support a robust data collection process.



3. Data Analysis

Using GIS tools for spatial analysis, Japfa overlays climate data with administrative boundaries and other variables. This analysis identifies key climate trends and correlations, particularly focusing on regions at risk from climate impacts. Statistical tools further explore these trends over time to assess the significance of climate change in different environmental zones.



4. Conclusion and Recommendations

Findings from the analysis are synthesised into actionable insights. This includes risk assessments and trend evaluations, leading to recommendations that support Japfa’s strategic planning and informed decision-making at stakeholder level. We are in the process of analysing the results of the CSA and formulating our findings. The final results will be included in next year’s report.

CMIP6 Model

Japfa has selected the Coupled Model Intercomparison Project Phase 6 (CIMP6) model to guide its climate scenario analysis. CMIP6 is the most advanced climate modelling framework available, widely used for simulating Earth’s climate system, including atmosphere, oceans, and land.

Key Features of CMIP6:

- 1

It enables the exploration of future scenarios through simulations under varying greenhouse gas conditions (both moderate and high emissions).
- 2

It provides comprehensive climate projections covering temperature rise, precipitation patterns, extreme weather, and sea level changes.
- 3

CMIP6 is also integral to the Intergovernmental Panel on Climate Change’s (IPCC’s) climate reports, ensuring that Japfa’s analysis aligns with globally recognised standards.

Japfa utilises the Shared Socioeconomic Pathways 4.5 (SSP 4.5 or moderate emissions) and SSP 8.5 (high emissions) scenarios within CMIP6. This approach allows the Company to assess a range of potential climate conditions, ensuring robust preparation across moderate to extreme scenarios.

Other Strategies and Measures

TCFD-Str-c, TCFD-Risk-c

Life Cycle Assessment (LCA)

Japfa integrates LCA as a core element of its strategic and risk management framework, leveraging this systematic, data-driven tool to evaluate both environmental and climate-related risks. By quantifying greenhouse gas (GHG) emissions across the entire lifecycle of our products and services - from production and transportation to use and disposal - LCA allows us to identify specific climate risks linked to these emissions.

Beyond tracking GHG emissions, LCA offers a comprehensive view by incorporating critical environmental factors, such as water consumption and resource depletion. This broader, more holistic approach strengthens our ability to understand and mitigate the full environmental impact of our operations, driving informed, impactful sustainability across the Group.

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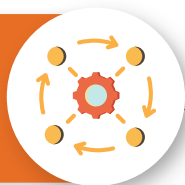
In 2024, Japfa successfully completed a comprehensive LCA of our swine operations in Vietnam. This in-depth evaluation, which took approximately 18 months, identified significant environmental hotspots, including manure emissions, feed transportation, energy consumption, refrigeration. These findings not only sharpen our understanding of our environmental impact but also reveal pivotal opportunities for improvement. With this valuable insight, we are poised to take decisive and targeted actions to drive meaningful change, and reduce our environmental footprint across the Group.

”



Japfa Vietnam swine operations

Comprehensive 2024 Life Cycle Assessment Model



Foundation in 2019

Japfa initiated a Life Cycle Assessment (LCA) project in 2019, laying the foundation for its greenhouse gas (GHG) emissions calculations and broader environmental impact assessments. The 2019 study examined a wide spectrum of potential environmental impacts, including acidification, eutrophication, photochemical ozone creation, ozone depletion, abiotic depletion of minerals and metals (non-fossil resources), abiotic depletion of fossil resources, and water deprivation.

Traceable Cradle-to-Grave Approach: Beyond Farming

The 2019 LCA was designed to reflect Japfa's vertically integrated value chain, spanning from raw material sourcing, feed production, grandparent and parent stock farms, hatcheries, commercial farms, slaughterhouse processing, and other supporting business units. Unlike conventional LCAs in poultry and livestock production - which often exclude grandparent and parent stock farming - Japfa's methodology ensures full traceability across the entire value chain. This comprehensive approach allows for a holistic evaluation of poultry production sustainability, from cradle to grave.

Data Monitoring and Analytics

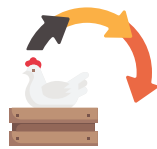
Through the 2019 LCA, Japfa identified key environmental hotspots through specific operations, processes, materials, and substances that contribute significantly to environmental impact. Following the pilot, these hotspots were continuously monitored using Japfa's integrated data management systems: the JSRS and Japfa Sustainalytics. This data-driven approach enhances tracking, analysis, and decision-making for sustainability improvements.

2022 LCA covered over 90% of Poultry

Building on the 2019 LCA success, Japfa scaled up its LCA scope in 2022, expanding coverage from an initial 27 units to over 200 units, representing more than 90% of its poultry operations. Adjustments were made to accommodate unit variations and refine input-output correlations, leading to the development of the Japfa 2022 LCA Model. This expansion enabled Japfa to establish proprietary emission factors for the majority of its operations and poultry products, ensuring more precise and industry-specific environmental assessments.

Enhancing Data Quality through Internal Environmental Audits and Controls

Simultaneously, Japfa strengthened the quality of environmental data collected through JSRS and operational data streams. By leveraging Japfa Sustainalytics, the Company identified data discrepancies, provided targeted training, and enhanced technical competencies among its teams to ensure accurate and reliable data collection. Furthermore, Japfa introduced an internal environmental data audit system, with checks and balances modeled on accounting principles to enhance governance, accuracy, and accountability in sustainability reporting.



The Japfa 2024 LCA Model

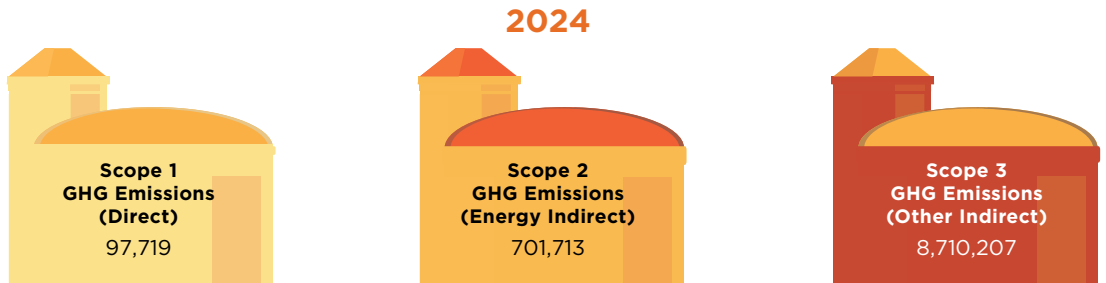
The 2024 LCA Model is far more comprehensive than the earlier versions, having a more refined analysis, a wider scope of coverage and improvements to its underlying sustainability data over the past 5 years.

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

Greenhouse Gas (GHG) Emissions

GRI 305-1, 305-2, 305-3, TCFD-Metrics-b

unit = tonne CO₂ e



For detailed information about our data, please refer to Chapter 5: Efficient Production System, section Emission Management

Social Life Cycle Assessment

In 2021, Japfa actively participated in a Social Life Cycle Assessment (SLCA) study led by the United Nations Environment Programme (UNEP) in Indonesia. This groundbreaking study assessed both the positive and negative social impacts of our products, offering critical insights into the socio-economic dimensions of our operations. By identifying potential social risks within our value chain, the SLCA has empowered us to amplify the socio-economic benefits of our partnership programmes with contract farmers.

Key initiatives stemming from this assessment include improving working conditions, addressing concerns related to child labour, and upholding stringent health and safety standards. Additionally, the SLCA results have been instrumental in refining and enhancing our customised training programmes for farmers. By leveraging best practices, we provide targeted technical assistance to help farmers overcome challenges, optimise operations, and strengthen livelihoods.

To further support our farmers, Japfa utilises mobile applications that monitor farming activities, foster engagement, and promote sustainable farming practices. These efforts align seamlessly with our social sustainability objectives, reinforcing our commitment to empowering farmers and enhancing the socio-economic resilience of communities we serve.



PT Japfa Tbk contract farmer

Sustainability-Linked Financing Framework

At Japfa, we recognise the critical importance of embedding sustainability into our operations and the transformative role sustainable finance plays in achieving this vision. Our commitment to driving positive environmental and social impact is exemplified through the adoption of our Sustainability-Linked Financing Framework.

This Framework, built on the foundations of the Japfa Sustainability Pillars, supports the issuance of sustainability-linked financial instruments, such as Sustainability-Linked Bonds (SLBs) and Sustainability-Linked Loans (SLLs). These mechanisms go beyond funding sustainable initiatives — they represent a strategic alignment of our financing decisions with our Environmental, Social, and Governance (ESG) goals.

By linking financial performance to measurable sustainability outcomes, this Framework compels us to integrate ESG considerations into our decision-making processes continuously. It enhances accountability, sharpens our focus on climate resilience, and inspires innovative approaches to addressing critical challenges. Furthermore, it fosters stronger stakeholder engagement, creating a shared commitment among investors, lenders, and partners to build a more sustainable enterprise.

Japfa has identified three key Sustainability Performance Targets (SPTs) for its latest SLL initiative:

- 1

Water Reuse & Recycling Facilities
 - Expansion of water recycling initiatives through the development of new water reuse systems across multiple production sites.
 - Strengthening wastewater treatment and circular water management to improve efficiency and sustainability.
- 2

Zero Coal Commitment
 - Transitioning away from coal to alternative energy sources, such as biomass and gas, as part of Japfa’s long-term decarbonisation strategy.
 - Enhancing energy efficiency and reducing emissions through renewable energy adoption across operational sites.
- 3

Japfa for Kids (Social KPI)
 - Introduction of a social KPI focused on youth development and education, marking Japfa’s first inclusion of a social impact target in its sustainability-linked financing.
 - Scaling up initiatives under the Japfa for Kids program to benefit more communities, reinforcing Japfa’s role in fostering long-term social sustainability.

Through this proactive approach, Japfa not only secures access to sustainable financing but also strengthens its position as a forward-thinking, resilient organisation prepared to navigate the evolving demands of the global market.

Sustainability-Related Investment Guideline

Japfa’s Sustainability-Related Investment Guideline is a crucial tool to integrate ESG considerations into our financial and strategic decision-making processes. The Guideline ensures that capital is directed towards investments that align with our Sustainability Pillars, reinforcing our commitment to build a resilient and sustainable business model.

Designed to assess, prioritise, and allocate investments that meet stringent sustainability criteria, the Guideline benchmarks potential projects against past practices and industry standards, ensuring continuous improvement and alignment with best practices.

Capital Commitment (CapCom) System

In 2024, we upgraded the Japfa CapCom system to provide robust planning and tracking of sustainability initiatives embedded into our future capital commitments. These sustainability initiatives are now categorised under the three Japfa Sustainability Pillars, allowing for more precise monitoring and control of capital allocation and utilisation in alignment with our sustainability goals.

Metrics and Targets

TCFD-Metrics-a, TCFD-Metrics-b, TCFD-Metrics-c

Japfa’s journey in sustainability reflects an unwavering commitment to fostering a culture where sustainability is seamlessly integrated into every facet of our business. What began as a foundational mindset has evolved into a powerful guiding principle, shaping both our daily operations and long-term strategic decisions. Today, sustainability is not merely an initiative — it is a driving force, woven into the fabric of our organisational activities.

This deep-seated commitment has empowered us to establish clear metrics and ambitious targets, providing a structured framework to measure our sustainability performance. These quantifiable benchmarks underscore our dedication to transparency, accountability, and continuous progress, ensuring that our actions resonate with the evolving demands of stakeholders and the global sustainability agenda.

Sustainability Targets

TCFD-Metrics-c

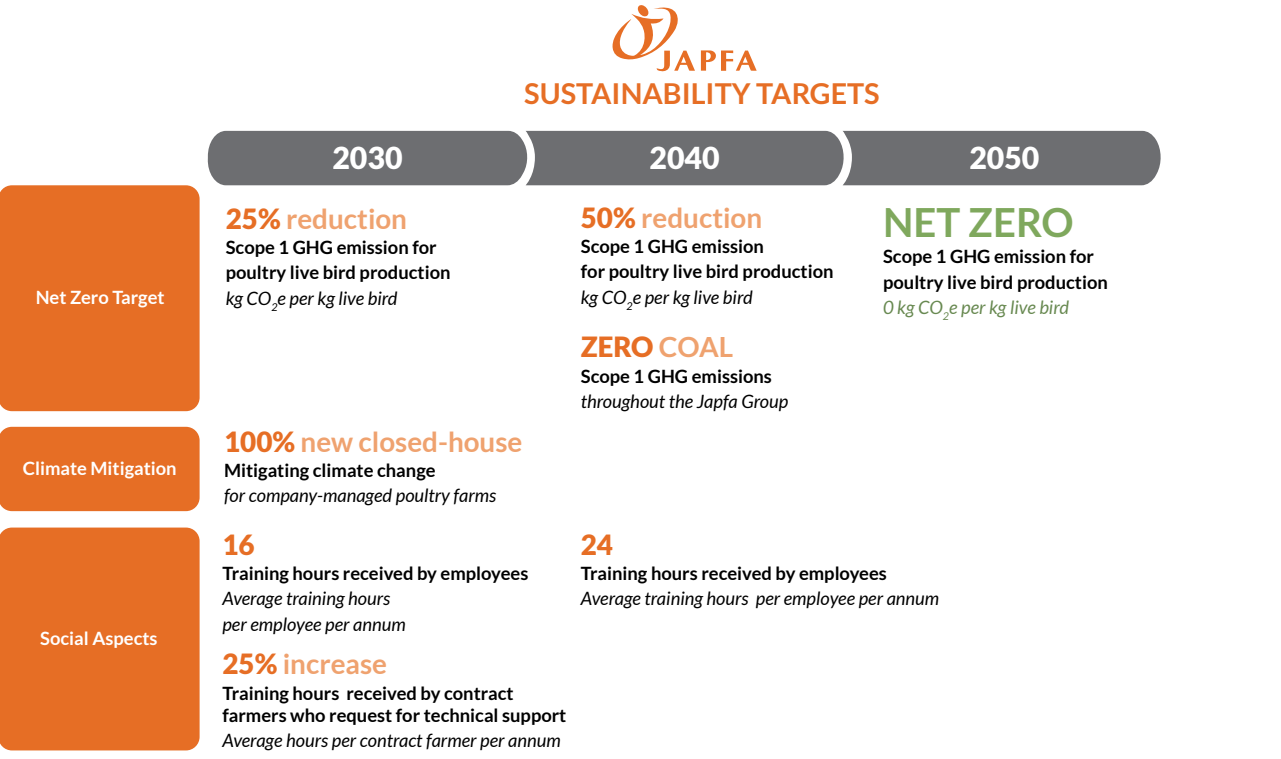
Since 2022, Japfa has set clear, measurable, and time-bound sustainability targets to address the specific challenges and opportunities within our business. These targets, collaboratively developed by Japfa’s senior management, and business units, align with our strategic objectives to drive meaningful change.

Our target focuses on two critical areas:

Environmental Goals: Prioritising emission reduction and climate risk mitigation. Using 2022 as a baseline, we have established a Scope 1 emissions target calculated per kilogram of live bird produced, backed by science-based LCA data. This ensures a robust and data-driven approach to minimising our environmental footprint.

Social Goals: Empowering employees and contract farmers through targeted training programmes. By equipping them with the knowledge and tools to adopt sustainable practices, it not only enhances productivity but also promotes sustainable decision-making mentality.

Together, these initiatives underscore our commitment to embedding sustainability at the core of our business operations and achieving tangible results.



Roadmap to Our Action Plans

TCFD-Metrics-a

Japfa’s sustainability journey is underpinned by a clear and actionable roadmap designed to meet our ambitious sustainability targets. Our approach emphasises precision, accountability, and collaboration, ensuring that every step drives measurable impact.

To guarantee successful execution, we assign dedicated personnel to oversee each programme, track progress, and manage operational details. This structured oversight ensures continuous improvement in our operations and also provides transparency to our stakeholders through regular updates in our sustainability reports.

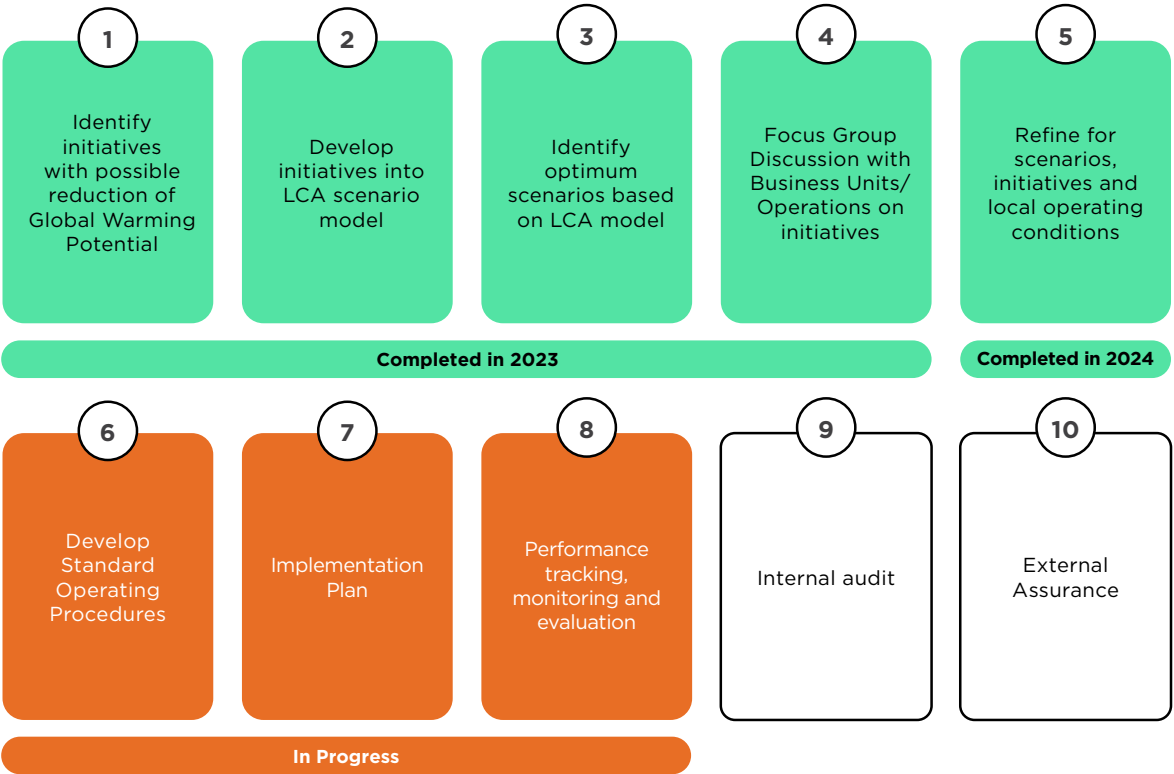
We have developed a results-oriented framework that fosters collaborative partnerships with stakeholders, guiding us collectively toward a more sustainable future. Focus group discussions with departmental leaders and operational teams are integral to this process, enabling the identification of tailored initiatives and programmes. These discussions ensure alignment with our strategic goals, translating our targets into actionable, impactful plans.

Developing and implementing an action plan and Standard Operating Procedures (SOP) is particularly challenging, for a large-scale operation like Japfa. The implementation plan requires gaining buy-in from all operational levels and conducting extensive training and development across the organisation, from top management to the production operators — a process that takes considerable time. In the meantime, we focus on achievable steps, such as strengthening governance by establishing performance and monitoring systems like JSRS and Japfa Sustainalitics.

The groundwork preparation for performance tracking has been developed since 2024, leveraging the existing JSRS and Japfa Sustainalitics systems to enable comprehensive monitoring and evaluation.

To support the preparation, we initiated training sessions for Financial Controllers, acknowledging their vital role as key contributors. Their expertise in financial controls, capital allocation, data accuracy, and analysis are focused on achieving greater precision and enabling more informed decision-making.

This roadmap reflects Japfa’s unwavering commitment to embedding sustainability into every aspect of our operations while empowering stakeholders to join us in building a resilient and sustainable future.



Sustainability-Linked Bond Targets



Japfa's Water Recycling Facility in Cikupa, Indonesia

We are proud to announce the successful completion of Japfa’s SLB commitment in 2024, a landmark achievement in our journey toward a sustainable future. This milestone, marked by the completion of the water recycling facility in our Parung slaughterhouse in Bogor, being the last water recycling plant fulfilling our SLB target. These efforts showcase our dedication to advancing sustainability while delivering on our promises.

We extend our heartfelt gratitude to our management, employees, shareholders, bondholders, and every stakeholder who played a vital role in making this success possible. Your trust, collaboration, and unwavering support have been instrumental in turning this vision into reality.

A Pioneering Initiative in the Agri-Food Sector

Launched in 2021, Japfa’s Sustainability-Linked Bond represents a pioneering step in the agri-food sector. These water recycling facilities - integral to our sustainability goals - repurpose water for essential uses such as machine utilities, production sanitation, and domestic applications.



External, Independent Verification: Each facility’s completion has been externally verified to ensure compliance with rigorous standards and to validate the effectiveness of our water preservation efforts.



Commitment to Communities: By safeguarding water resources in the communities where we operate, we continue to enhance our environmental stewardship and deliver tangible benefits.

The Path Forward

This achievement is not the culmination but the foundation of our broader sustainability journey. As we look toward future milestones, we are committed to reaching even greater heights. Your continued trust and collaboration will remain the cornerstone of our progress.

When the time comes to launch our next initiative, we will once again call upon your support, confident in our shared vision of a more sustainable and resilient future.

For more information on how our efficient production system contribute to sustainability, please refer to the Efficient Production System chapter in this report.

Our Own Location-Based Metrics

TCFD-Metrics-b

Japfa’s sustainability journey is guided by a clear and actionable roadmap designed to achieve our ambitious environmental goals. Japfa is committed to robust environmental performance monitoring and sustainability accountability. We adhere to the Greenhouse Gas Protocol (GHG Protocol) to meticulously track both direct (Scope 1) and indirect (Scope 2) emissions, along with the broader impact of our activities through Scope 3 emissions. This comprehensive approach ensures that we fully assess and address the environmental footprint across our entire value chain. By utilising both location-based and market-based methods, we demonstrate our unwavering commitment to transparent, standardised metrics aligned with international best practices in environmental stewardship.

As part of our continuous effort to improve data accuracy and consistency, Japfa utilises the JSRS to collect and manage sustainability data across various divisions and geographies. This system tracks key metrics related to electricity, waste, water, and human resources. Given our operations span multiple countries with different regulations and data standards, we recognise the critical importance of maintaining data precision. In 2024, we undertook a comprehensive data cleansing process for JSRS, ensuring that our performance data is accurate, reliable, and actionable. This allows us to track and measure our progress more reliably, enabling us to drive impactful sustainability initiatives that shape a responsible future.



PT Japfa Tbk feedmill location in Medan: Japfa assess and address the environmental footprint across the Company’s entire value chain



5S methodology implementation at PT Japfa Tbk to maintain a clean and organised workplace

03

On Our Report

Since our inception, Japfa has embraced sustainability as a core philosophy, fully recognising the impact our business has on climate change. Over the years, we have continuously refined our approach to address the sustainability challenges inherent in our industry. This report aims to showcase our commitment to sustainability and highlights the actions we have taken over the past year.

Our eighth, standalone sustainability report, published on 28 March 2025, outlines our strategies and the impact of our environmental, social, governance, and economic initiatives. It aligns with our financial reporting period from 1 January to 31 December 2024. This year, in support of environmental sustainability, less dynamic content will be moved to our website (www.japfa.com) to reduce paper use and streamline our reporting. (GRI 2-3)

To ensure depth and inclusivity, we engaged a diverse range of stakeholders in the report’s development. Their insights have helped us reflect diverse perspectives and enhance transparency, while aligning with globally recognised standards.

This report adheres to the Global Reporting Initiative (GRI) principles, prioritising accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability.

The full report is available for download on our website. We welcome any inquiries, recommendations, and feedback, which can be submitted to our Head Office at the contact details provided below. (GRI 2-1, 2-3)

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Fax: +65-6735 4465

Email: investorcontact@japfa.com

Company Registration Number:
200819599W

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



www.japfa.com

“

Our Sustainability Report is developed in accordance with the GRI 2021 Standards as well as GRI 13:Agriculture, Aquaculture, and Capture Fisheries Sector.

”

Embracing Japfa Stakeholders

Our Company nurtures a long lasting and constructive relationship with our stakeholders across diverse sectors, categorising them as individuals, groups, or organisations that influence or are influenced by our business. This encompasses a wide spectrum, including suppliers, local communities, customers, financial institutions, and government. (GRI 2-29)



Farmers

Japfa actively engages with our farmer partners through regular visits, phone calls, and occasional meetings. Through these interactions, we offer training on best farming practices, share our own farming expertise, and assist farmers in overcoming operational challenges to improve efficiency and yields. Additionally, we provide guidance on sustainable practices to help minimise their environmental impact.



Local Communities

Japfa actively supports local communities as part of our corporate responsibility. We collaborate with local government and leaders to organise initiatives for the local communities. These initiatives are based on insights from social mapping results to create positive impact for the people and the environment. We also maintain regular communication with relevant organisations, holding regular or ad hoc meetings to address programme implementation and resolve issues.



Employees

At Japfa, we prioritise employee well-being by providing competitive remuneration, comprehensive benefits, and opportunities for skill development and growth. Continuous support is ensured through regular communication, training programmes, and health initiatives. We also keep employees informed about company activities via townhalls, Japfa Link, Berkat Magazine, and the Japfa Newsletter.

Embracing Japfa Stakeholders	46
Japfa in Data	48
Reporting Standards	48
Material Topics	49



Associations

We take a proactive approach to engage with industry associations that are relevant to our business. We participate in discussions on business trends and strategic policies with fellow members through quarterly or ad hoc meetings. We also contribute insights to the government, ensuring alignment with industry standards.



Investors

We adhere to a structured calendar of quarterly conference calls (on a voluntary basis) and annual general meetings with our investors. In addition, we proactively arrange ad hoc meetings when necessary. This commitment to communication is aimed at delivering transparent and comprehensive updates on our performance, ensuring our investors are well-informed.



Distributors

We regularly interact with our distributors to monitor the performance of our products and sales. This ongoing engagement ensures the safe and efficient delivery of our products to the customers.



Government

Japfa adheres to the various regulations and requirements set by local authorities in our operational areas. We maintain regular communication channels with government entities, typically on a semi-annual basis, but more often when necessary. Our engagement with the government also includes collaborative initiatives on food safety, the One Health approach to antibiotic resistance, and sustainable agribusiness.



Suppliers

Maintaining robust relationships with our suppliers is crucial to our commitment to producing high-quality staple food products. We engage in regular communication to ensure that the raw materials we sourced consistently meet our stringent criteria. This commitment is reinforced by the implementation of our Supplier Code of Conduct, enabling us to responsibly and sustainably produce affordable and nutritious proteins which ultimately will lessen the Scope 3 impact on the environment.



Bankers

On a voluntary basis, we hold quarterly conference calls and physical meetings to update the banks of our financial results and operational updates. Additionally, we proactively arrange ad hoc meetings as needed, ensuring transparent and comprehensive communication to keep our bankers well-informed.



Customers

We uphold the trust of our customers through regular and ad hoc communication channels. This includes customer surveys and hotlines, allowing us to listen to their feedback and address their specific needs. (GRI 2-25)



University

Japfa collaborates with universities across Indonesia and Vietnam, including the Nutritious School Meal Programme with University of Indonesia. To foster practical experience, we have internship programme, Teaching Farms at Universitas Brawijaya and Universitas Hasanuddin, a Research Farm with IPB University, and the STP Mengajar.

Japfa in Data

Our sustainability report is designed to accurately reflect our core business activities, focusing on our most impactful operations: poultry, aquaculture, and swine.

In this report, the data coverage includes:



Financial Data

Consolidated financial data for Japfa Group for FY 2024.



Employee-Related Quantitative Data

Covers all operations within the Company, including Singapore Head Office, PT Japfa Tbk, Japfa Vietnam, Japfa India, Japfa Myanmar, and Japfa Bangladesh. There has been a restatement of work-related injury data due to continuous improvements in data accuracy. This adjustment ensures a more comprehensive and precise representation of employee-related metrics across the Group. (GRI 2-4)



Environmental Data

In 2024, the scope has been expanded to include offices across the Group: poultry operations in Indonesia, Vietnam, Myanmar, India, and Bangladesh, aquaculture operations in Indonesia, and swine operations in Vietnam. In 2024, the scope has been expanded to include offices across the group, including our Headquarter office in Singapore.

This year, we have expanded the scope of our reporting data, as our data quality has been enhanced through JSRS and Japfa Sustainalitics. This reflects our commitment to the importance of accurate data in achieving responsible and accountable sustainability practices.

Throughout 2023 and 2024, we have undertaken a comprehensive data quality improvement process. In 2024, we expanded our data reporting coverage to include all business lines, including poultry, aquaculture, Cattle Fattening SBU, Plantation SBU, Consumer Go Direct SBU, Property SBU, and Transportation SBU. After an eight-year journey of continuous improvement and gradual data enhancement, we have finally achieved full coverage across all Japfa business lines. (GRI 2-4)

This has been a long journey that required commitment and collaboration from all stakeholders.

“

This year we began to expand the scope of our report to cover swine operations in Vietnam (GRI 2-2). Together, our poultry, aqua and swine operations represent more than 90% of our entire business.

”

Reporting Standards

Japfa Ltd has prepared its report in line with the GRI Standards for the period of 1 January 2024 to 31 December 2024, as well as the GRI Sector Standards for Agriculture Aquaculture and Fishing. We also continue to integrate the recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD) according to the regulations. (GRI 2-5)

While we conduct internal reviews of our sustainability data, external assurance is planned for the future. (GRI 2-5)

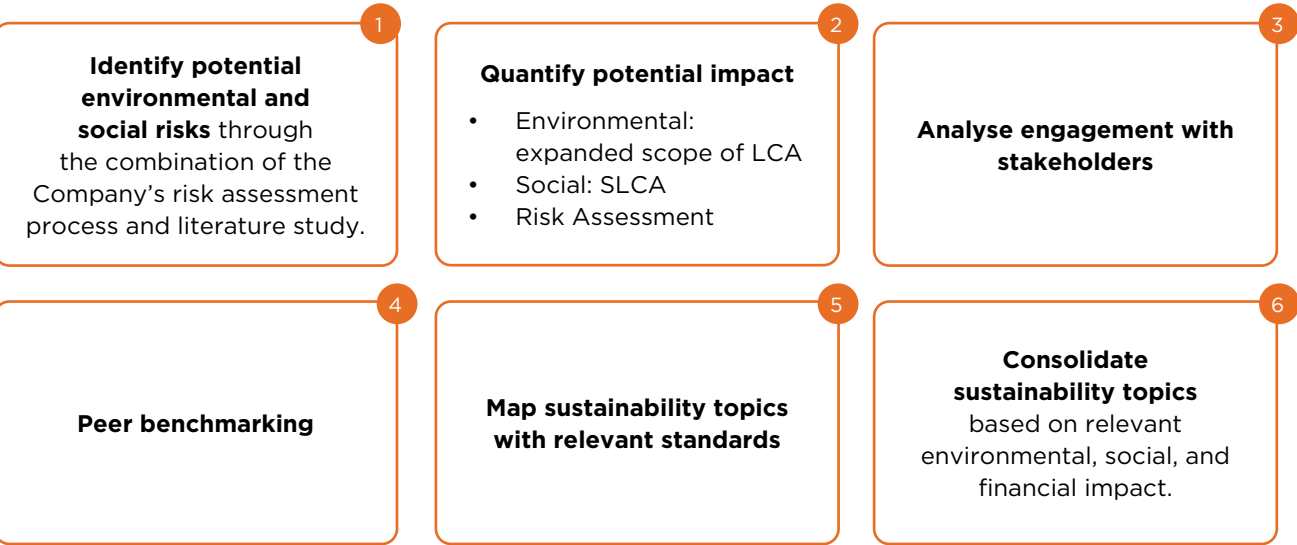
Material Topics

Methods to Define Material Topics

Every year, we conduct a comprehensive double materiality assessment to identify key material topics for our Company. This process includes deploying a materiality survey to both internal and external stakeholders, ensuring a thorough understanding of the issues that matter most. We also incorporate insights from internal and external reports to evaluate key operational factors in depth.

Our approach integrates findings from risk assessments, Life Cycle Assessments (LCA) for our poultry operations in Indonesia and swine operations in Vietnam, and insights from our Social LCA (SLCA) to provide a holistic view of the environmental and social impacts of our business. The next pipeline in our sustainability journey involves expanding the LCA framework to encompass poultry operations in Vietnam, India, Myanmar, and Bangladesh, as well as aquaculture operations in Indonesia.

We gather diverse perspectives to compile a list of key topics important to our stakeholders, which are then mapped to relevant Global Reporting Initiative (GRI) standards. Once finalised, this list represents our key priorities, crucial to both company performance and stakeholder interests. The final step is validation and approval by the Sustainability Committee, ensuring that the material topics are relevant, accurate, and aligned with Japfa’s vision and values. (GRI 3-1)



Quantitative and Qualitative Data Collection

- Develop materiality survey and focus group discussion (FGD) questions
- Capture stakeholders’ feedback:
 - Stakeholder selection
 - Conduct surveys with internal and external stakeholders
 - FGD with internal and external stakeholders
- Consolidate current topics of discussions with stakeholders
- Identify environmental/social impact hotspots from LCA study results

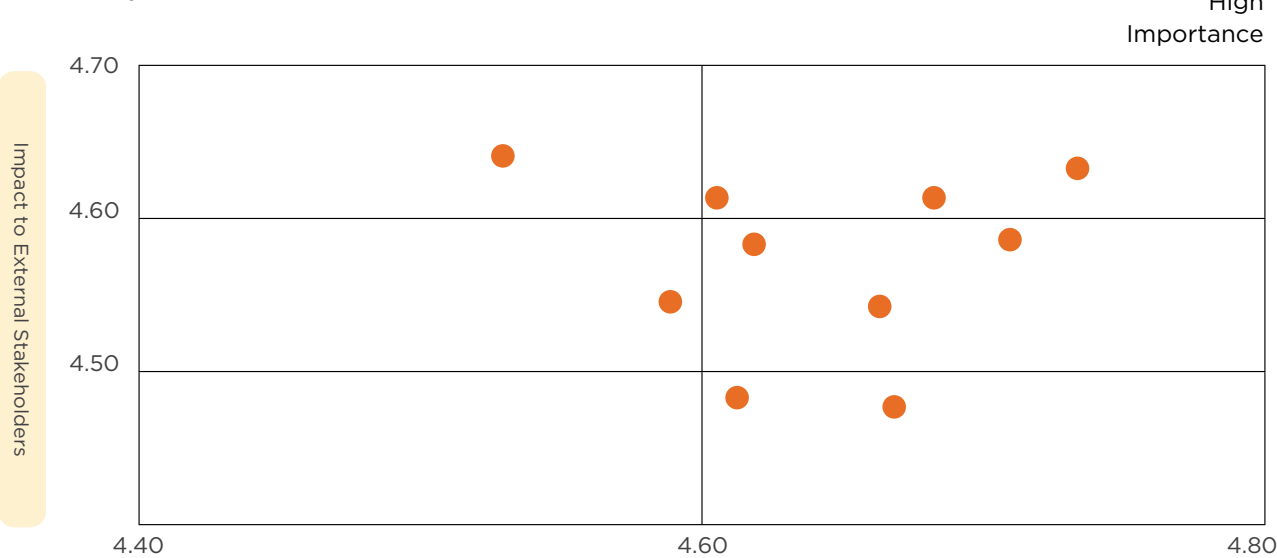
Results Analysis

- Analyse and evaluate the outcomes considering discussions with the business’s internal and financial sustainability teams, a sustainability consultant, and management.
- Identify Top 10 Material Topics based on LCA, SLCA, and stakeholder input relevant to the industry and the Company.

Validation and Approval

Sustainability Committee and BOD to validate and approve the final material topics (GRI 3-1)

Materiality Matrix



Impact to Environment, Economic and Social

Material Topic & Category (GRI 3-2)

Topic	Category
1 Promoting good governance through ethical conducts, environmental responsibility, and upholding human rights	Governance
2 Access to Nutritious and Affordable Food	Food Security
3 Food Safety Standards and Traceability	Customer Health and Safety
4 Occupational Health and Safety Management	Occupational Health and Safety
5 Value Chain and Stakeholder	Stakeholder Engagement
6 Employee Fair Remuneration and Benefits	Employment
7 Animal Welfare Practices	Animal Welfare
8 Employee Training and Development	Training and development
9 Safe Wastewater and Waste Management	Waste and Effluent
10 Climate Mitigation and Adaptation	GCG

More Participants in Numbers of Materiality Survey

This year, we successfully increased the number of survey respondents to better reflect our materiality topics. We gathered feedback from 345 stakeholders, an increase from 274 last year.

Our 2024 materiality assessment identified governance as the top priority topic this year. This highlights the recognition of strong governance within the Group, serving as a key driver for implementing sustainable practices across the Company in the long term.

Internal stakeholders

Comprise key employees involved in decision-making across the Group.

External Stakeholders


Include customers, communities surrounding our operations, suppliers, distributors, contract farmers, banks, analysts, investors/shareholders, and our employees.

Topic Boundaries

We analysed the impact of each topic across our supply chain to better understand and enhance our risk management approach. Japfa’s involvement in these issues can arise either directly through our actions or indirectly through our business relationships.


Caused by

The cause of the topic which has direct control to avoid or mitigate impacts




Contributed By

The contributor to the topic, has influence but no direct control to avoid or mitigate impacts



Linked to

Related to the causes and/or contributors of the topic due to business relationships, thus only has indirect influence to avoid or mitigate impacts



1 Promoting good governance through ethical conducts, environmental responsibility, and upholding human rights

Find in Chapter 2



2 Access to Nutritious and Affordable Food

Find in Chapter 4



3 Food Safety Standards and Traceability

Find in Chapter 4



4 Occupational Health and Safety Management

Find in Chapter 6



5 Value Chain and Stakeholder

Find in Chapter 2



6 Employee Fair Remuneration and Benefits

Find in Chapter 6



7 Animal Welfare Practices

Find in Chapter 5



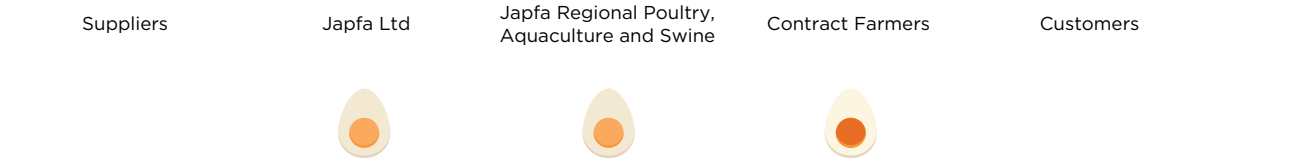
8 Employee Training and Development

Find in Chapter 6



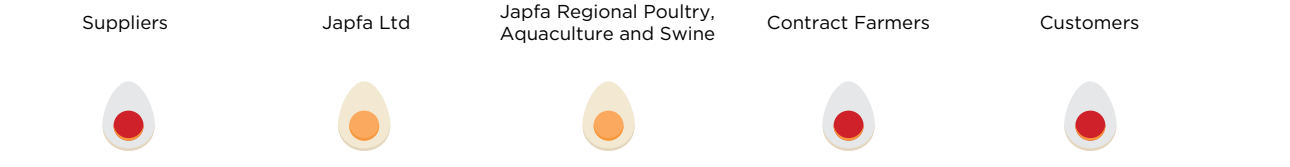
9 Safe Wastewater and Waste Management

Find in Chapter 5



10 Climate Mitigation and Adaptation


Find in Chapter 2





04

Contributing to Improving Nutrition

Our Approach

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Access to Nutritious and Affordable Food
Page 54
- 

Setting the Standard: Japfa's Commitment to Food Safety and Quality
Page 58
- 

Japfa for Kids: Combating Malnutrition for a Healthier Future
Page 61

Strengthening Presence in Emerging Asia to Contribute to Food Security	55
Scaling Sustainability: Japfa's Industrialised Path to Food Security and Eco-Innovation	57
Food Safety Audits	59
From Farm to Table: Ensuring a Traceable and Sustainable Supply Chain	60
Japfa for Kids: Transforming Lives Through Education and Proper Nutrition	63
Japfa's Study on Indonesian Children's Nutritional Adequacy	70

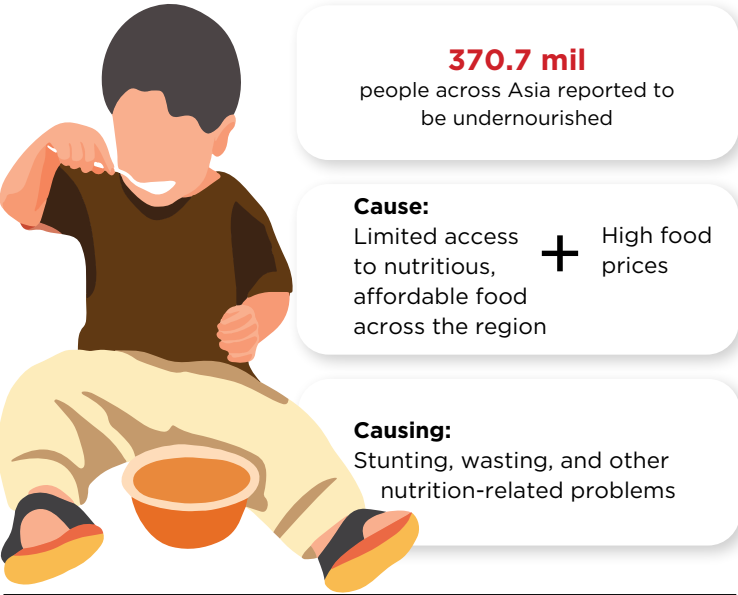
Food security in Asia faces immense challenges driven by rapid population growth, climate change, economic disparities, and resource limitations

Asia, home to half of the world's most food-insecure populations, grapples with alarming levels of malnutrition. In 2023, a staggering 370.7 million people across Asia were undernourished, largely due to rising food costs. These surging prices deepen the struggle for vulnerable communities to access nutritious and affordable food, further exacerbating issues like stunting, wasting, and other nutrition-related deficiencies, especially among children and at-risk groups.¹

Addressing this crisis demands urgent, strategic action to enhance food access, affordability, and nutritional quality. Japfa is unwavering in its commitment to tackle these pressing issues. As a leading producer of animal protein in Emerging Asia, we align with the UN's Sustainable Development Goal 2 (Zero Hunger) by driving impactful initiatives that promote food security and sustainable agriculture. Through our industrialised model and extensive distribution network, Japfa ensures that high-quality animal protein products are not only accessible but affordable for millions across the region.

Beyond production, our Japfa for Kids programme focuses on empowering future generations by raising awareness to the importance of a balanced diet, improving access to nutritious meals, fostering healthier communities to break the cycle of malnutrition.

At Japfa, we believe that ending hunger requires a combination of education, innovation, collaboration, and compassion. By bridging gaps in nutrition and affordability, we aim to provide sustainable solutions that not only address today's challenges but also build a resilient foundation for a hunger-free tomorrow.



¹ FAO. 2023. Asia and the Pacific - Regional Overview of Food Security and Nutrition 2023: Statistics and trends. Bangkok. Available here: <https://doi.org/10.4060/cc8228en>

Access to Nutritious and Affordable Food


Why it Matters


Asia faces a growing food security crisis, intensified by the compounding effects of climate change, rapid population expansion, geopolitical uncertainties, and escalating environmental degradation. These factors strain agricultural productivity and exacerbate the challenges of ensuring an adequate food supply, leaving vulnerable communities in Emerging Asia at heightened risk.

Operating across diverse regions such as Indonesia, Vietnam, India, Myanmar, and Bangladesh, Japfa is at the forefront of addressing these challenges, including infrastructure gaps, regulatory intricacies, and volatile market dynamics. Despite these hurdles, Japfa remains steadfast in its mission to **Feeding Emerging Asia**. By leveraging on a versatile, multi-channel distribution network - including traditional wet markets, modern retail outlets, and e-commerce platforms - we deliver high-quality staple protein foods to varied consumer segments.

This adaptive approach ensures that affordable, nutritious food reaches a vast population, contributing meaningfully to food security and resilience across the region. Japfa's commitment transcends mere supply; it embodies the drive to build sustainable systems that empower communities, uplift economies, and lay the foundation for a healthier, hunger-free future in Emerging Asia.

Highlights of 2024

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1 Japfa launched Olagud, a probiotic-enriched chicken for health-conscious consumers, highlighting its commitment to wellness and sustainability.
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2 TOBA TILAPIA entered the Singapore market, showcasing Japfa's commitment to sustainable cultivation, premium quality, and regional growth.
- 3** Japfa's exports, including poultry, aquaculture, feed, and vaccines, reflect our commitment to global food security, while the Company focuses primarily on local production to strengthen regional food systems.



Toba Tilapia White Fish Fillet available in supermarkets

Our Actions

Strengthening Presence in Emerging Asia to Contribute to Food Security

Food security in Asia is a multifaceted challenge that requires urgent need for sustainable and integrated solutions to ensure a stable food supply. At Japfa, food security is central to our mission. As a leading producer of animal protein, we are dedicated to delivering safe, nutritious, and affordable proteins to communities across Asia. With a strong presence in key regions such as Indonesia, Vietnam, Myanmar, India, and Bangladesh, we work tirelessly to address the evolving needs of these markets and support food systems that benefit millions.

Introducing Olagud: Japfa’s Premium Probiotic Chicken for Health-Conscious Consumers

Discover Olagud, Japfa’s latest product to meet the rising demand for healthy, high-quality protein. Raised on Lactobacillus-enriched feed, Olagud chickens enhance nutrient absorption and boosts immunity, making them the perfect choice for health-conscious individuals and families.

This premium brand represents Japfa’s commitment to advancing food security and promoting wellness through sustainable practices and cutting-edge product innovation.

Elevate your meals with Olagud — where nutrition meets deliciousness!

Learn more at Olagud’s official website



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



Japfa Olagud products



TOBA TILAPIA: From Pristine Waters to Premium Plates

Japfa is excited to introduce TOBA TILAPIA, a premium, sustainably cultivated fish now available at FairPrice Singapore. Sourced from the crystal-clear waters of Lake Toba in North Sumatra, TOBA TILAPIA offers a unique and delicious protein option, perfect for health-conscious consumers.

This introduction to the Singapore market highlights Japfa’s commitment to food security by providing high-quality, responsibly sourced protein while adhering to stringent quality and safety standards. Singapore’s rigorous import regulations ensure that only the best food products reach its consumers, and TOBA TILAPIA meets these standards with certifications like ASC, BRCGS, BAP, OU-Kosher, and Halal.

More than just a premium product, TOBA TILAPIA is a symbol of sustainability and regional growth. By supporting sustainable aquaculture practices, Japfa strengthens trade ties between Indonesia and Singapore, boosts Lake Toba as a vibrant tourist hub, and drives economic development for local communities.

Enjoy a meal that supports your health and the planet — TOBA TILAPIA is the trusted choice for a healthier, more sustainable future.

Find TOBA TILAPIA at FairPrice Singapore today!

Strengthening Downstream Integration in India

In India, Japfa made a significant leap forward in food security with the expansion of our downstream integration. By building a new, state-of-art slaughterhouse, we have enhanced our proximity to customers, ensuring fresher products with greater cost efficiency.

Our growth also includes launching our products on Flipkart, India’s leading e-commerce platform, making it easier for consumers to access nutritious, sustainable animal protein at their fingertips.

Expanding Export Networks for Sustainable Food Systems

Japfa continues to drive global food security through strategic expansion of our export networks. By expanding our poultry exports to Singapore, Malaysia, and Cambodia, and delivering hatching eggs to the United Arab Emirates, we support local economies while ensuring a reliable, sustainable supply of animal protein to key global markets.

Global Reach, Local Impact: Vaksindo’s Expansion in Sustainable Animal Health Solutions

Japfa is proud to announce the inauguration of Vaksindo Vietnam Animal Health (VVAH), a state-of-the-art facility that exemplifies our commitment to animal health. Certified by Vietnam’s Animal Health Department and Good Manufacturing Practices standard, VVAH is dedicated to producing high-quality vaccines for poultry, swine, and ruminants — boosting livestock health and promoting sustainable farming practices. This facility is more than just a milestone for Japfa — it’s a key part of our mission to enhance global food security. By exporting these vital health solutions to Asia and Africa, Vaksindo is contributing to more resilient food systems, supporting local protein industries, and increasing livestock productivity.

Vaksindo’s work goes beyond animal health — it fosters environmental sustainability by promoting responsible farming practices and reducing the environmental footprint of livestock farming. Through this initiative, Japfa not only improves the well-being of livestock but also plays a crucial role in ensuring that sustainable, nutritious food reaches communities worldwide.

Supporting Local Development in Bhutan

Japfa is also exporting poultry feed to Bhutan, meeting the country’s stringent import standards and supporting local farmers. With access to high-quality animal feed, the Bhutanese poultry farmers can enhance their productivity, and strengthen the local food security. This initiative strengthens Bhutan’s poultry industry, ensuring a consistent and nutritious supply of animal protein for the community. Through this effort, Japfa is reinforcing its commitment to sustainable agricultural practices and food security in emerging markets.

Enhancing Aquaculture Exports in Asia

Japfa has expanded aquaculture exports to South Korea and Thailand, diversifying the food supply and supporting local economies. Previously, Japfa also exported aquaculture products to countries in Asia, America, and Europe. By providing sustainable fish feed and quality products, we strengthen regional food security and promote sustainable aquaculture, ensuring a reliable, nutritious protein source while protecting the environment.

Japfa strives to advance food security and foster resilient, thriving food systems. Through these initiatives, we demonstrate our leadership in providing high-quality animal protein, improving access to essential food resources across emerging markets. By embracing innovation, forging local partnerships, and upholding responsible practices, we drive positive change and ensure that communities have access to nutritious, sustainable food for generations to come.

Our Actions

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

Japfa’s industrialised approach to sustainability seamlessly integrates technology and innovation, driving eco-friendly practices at scale. By optimising resource use and leveraging vertically integrated processes, we not only ensure food security but also minimise waste and uphold our commitment to environmental responsibility. Our industrialised strategy allows us to capitalise on economies of scale, creating a more efficient and sustainable food system.

Through streamlined distribution channels, our nutritious products are accessible to people across various regions, directly contributing to improved nutrition and healthier communities. By making nutritious food more affordable and available, Japfa plays a pivotal role in enhancing the health and well-being of populations while supporting long-term sustainability.



Raw materials for feed at PT Japfa Tbk

Strengthening Food Security through Japfa Day 2024



Japfa Day 2024 served as a pivotal platform, bringing together Japfa’s leadership, government representatives, investors, industry associations, partners, and the media to discuss key challenges in food security and self-sufficiency. Inspired by the government’s free lunch programme, Japfa reaffirmed its commitment as a leading producer of staple animal protein, contributing to national food resilience. The event featured three panel discussions addressing the future of Indonesia’s food ecosystem amid challenges such as climate change and geopolitical uncertainty. A keynote speech by the Minister of National Development Planning provided strategic insights into the transformation required to secure the country’s food future. With a total of 304 participants, attendees gained a deeper understanding of Japfa’s role in food security, including its production and distribution processes, as well as initiatives like free lunch programmes aimed at improving children’s nutrition.

In his opening remarks, Renaldo Santosa, President Director of PT Japfa Tbk, emphasised the crucial role of innovation in strengthening food security strategies. He highlighted the importance of fostering self-sufficiency and leveraging Indonesia’s vast potential to empower future generations. Recognising the challenges ahead, he stressed the need for a well-structured framework to guide the development of a sustainable and resilient food system.

Setting the Standard: Japfa’s Commitment to Food Safety and Quality

Why it Matters

At Japfa, we prioritise food safety through a vertically integrated model, implementing stringent standards at every production stage. From farm-level biosecurity to strict manufacturing protocols, we ensure our products are free from hazards. By using high-quality raw materials and adhering to recognised certifications, we build a safe and transparent supply chain. This commitment not only provides nutritious, safe food but also supports food security by improving access to high-quality animal protein, fostering healthier communities across Emerging Asia.

Highlights of 2024

In 2024, we achieved another significant milestone with our aquaculture nutrition laboratory in Indonesia earning SNI ISO/IEC 17025:2017 certification, and Japfa India’s Supa facility achieving ISO 17025 certification for our laboratory management system. These certifications recognise our laboratories as competent, independent testing facilities, ensuring rigorous standards for food safety, freshness, taste, and nutrition.



The certifications cover essential tests related to food safety, including contamination checks, nutrient analysis, and microbiological testing. These ensure that every product is evaluated to meet stringent quality and safety requirements, contributing to better freshness, taste, and nutritional value.

They also reflect Japfa’s commitment to delivering safe, high-quality products that meet the highest international standards. These certifications reinforce consumer trust and are also evidence of our dedication to responsible, transparent practices, ensuring that every product we offer is thoroughly tested and consistently meets the highest safety and nutritional benchmarks.



Moisture testing of aquafeed at Japfa Aquafeed Lab in Banyuwangi, Indonesia

Our Actions

Food Safety Audits

At Japfa, we go beyond standard practices to guarantee the safety and integrity of our products. Through rigorous food safety audits at every stage of our operations, we ensure that our commitment to quality is uncompromising. Our adherence to Good Farming Practices, Best Aquaculture Practices (BAP), Food Safety System Certification (FSSC), and Halal certification is a testament to our relentless pursuit of excellence in food safety and animal welfare. These stringent measures not only protect consumers but also reinforce our pledge to deliver safe, nutritious, and responsibly produced products. (GRI 416-1)

With multiple certifications across our production facilities, Japfa stands as a trusted leader, committed to upholding the highest standards and ensuring that every product we offer is a mark of quality, safety, and sustainability.

Farms	Feed Mills	Slaughterhouses and Food Processing Facilities
<ul style="list-style-type: none">• Good Farming Practices• VietGAP• ISO 9001	<ul style="list-style-type: none">• ISO 22000:2018 & Hazard Analysis and Critical• Control Point (HACCP)• NABL Accreditation• Good Manufacturing Practices• Best Aquaculture Practices• ISO 9001 : 2015• ISO 14001 : 2015• ISO 17025:2017	<ul style="list-style-type: none">• Halal (in Indonesia, Myanmar and India)• National Agency of Drug and Food Control• Veterinary Control Number• FSSC 22000• MSC CoC (Marine Stewardship Council Chain of Custody)• BRC (British Retail Consortium) Certification• BIS (Bureau of Indian Standards) Certification

In 2024, there were no incidents of non-compliance related to the health and safety impacts of our products and services. This includes aspects related to the marketing and labelling of our products. (GRI 416-2, 417-2, 417-3)



Japfa feed mills facility

Our Actions

From Farm to Table: Ensuring a Traceable and Sustainable Supply Chain

At Japfa, we take pride in our vertically integrated approach, ensuring a seamless, transparent supply chain from animal feed production all the way to the products reaching our customers. This integrated system allows us to guarantee complete product traceability, ensuring every step, from farm to table, meets our rigorous quality and sustainability standards.

We work closely with certified suppliers, prioritising traceability and sustainability, particularly with key ingredients like soybean meal (SBM). By maintaining close oversight at each stage of production, we uphold the highest standards of quality, safety, and integrity, ensuring that every product we deliver is authentic and responsibly sourced.

Our informative labels, featuring barcodes, production dates, serial numbers, and farm or plant origins, offer transparency and empower customers to make informed choices. This level of traceability enhances consumer trust, reinforces product authenticity, and affirms Japfa’s unwavering commitment to delivering safe, sustainable, and high-quality products.

Japfa Supplier Code of Conduct

Japfa upholds our ethical and sustainability standards by embedding our Supplier Code of Conduct into all procurement contracts. This code ensures our suppliers meet our stringent requirements, including strict prohibitions on child labour and the use of unsustainable or illegal raw materials. Through regular inspections and open communication, our suppliers are aligned with our core values. By fostering responsible sourcing and sustainable practices across our supply chain, Japfa remains committed to transparency and ethics. (GRI 2-23, 407-1, 408-1, 409-1)



https://japfa.com/files/content/20230322_Supplier_Code_of_Conduct__Japfa_Group_FINAL_Dec_2022_Japfa_Ltd_for_upload.pdf

For further details, visit our Supplier Code of Conduct on our website.

Multi-Channel Communication with Customers

Japfa values open communication and capitalise multi-channel platforms to address customer feedback effectively. Feedback is systematically recorded, classified, and escalated for prompt resolution, ensuring customer satisfaction. Through a dedicated customer service department, Japfa prioritises customer concerns about product quality and continuously integrates customer insights to enhance product quality and overall service. Our customer service teams also undergo regular training in best practices to deliver a good customer experience. (GRI 2-25)

Digital Solutions for Precision and Transparency

In line with our commitment to traceability and sustainability, Japfa uses cutting-edge digital technologies to ensure precision and transparency in production. In Vietnam, our barcode system ensures accurate ratios and quantities in feed mills, reducing production errors. Additionally, we implement digital applications enabling consumers to trace food products back to their source farms, reinforcing supply chain transparency. In Myanmar, QR codes on Day-Old Chick boxes enhance traceability, allowing customers to verify product origins. These initiatives have resulted in fewer customer complaints and greater customer satisfaction.

Proper Product Labelling

Our product labels are designed to support informed consumer decisions. They provide essential details such as nutritional values, usage instructions, and expiration dates, reflecting Japfa’s dedication to transparency. These efforts also bolster the traceability of our supply chain, enabling consumers to track the journey of the products they purchase, thereby reinforcing our commitment to food safety, sustainability, and consumer trust. (GRI 417-1)

Japfa for Kids: Combating Malnutrition for a Healthier Future

Why it Matters

Stunting in children remains a pressing public health issue especially across Asia, where millions of children suffer from inadequate nutrition. This widespread challenge affects not only physical growth but also cognitive development, and long-term health¹. A 2024 UNICEF report reveals that nearly half of all children in East Asia and the Pacific experience poor nutrition, with one in seven children under five affected by stunting².

With our focus to support the United Nation Sustainable Development Goal (SDG) 2 – Zero Hunger, we established our flagship CSR programme, Japfa for Kids programme. Since its establishment in 2008, Japfa for Kids has evolved into a powerful community-driven initiative. Japfa acts as a catalyst to drive a multiplier effect, in collaboration with school teachers, children, parents, and local communities. The programme is designed to raise awareness, educate on balanced diets and cultivate healthy habits to combat child stunting and foster better nutrition. Over the years, we have continually refined our approach, implementing a variety of pre-designed programmes to measure and ensure the tangible impact on children’s health.

Japfa’s mission is not only to nourish communities with affordable animal protein but also to lead the charge in creating measurable impact on children’s nutrition. Our goal is clear: to combat malnutrition, reduce stunting, and promote a healthier future for all children. Japfa for Kids stands as a testament to our commitment to empowering future generations and addressing food security at its roots.

In 2024, Japfa received two accolades at the 2024 TOP CSR Award, including the TOP CSR Star 4 for its commitment to implementing CSR programmes, as well as the Top Leader in CSR Commitment 2024, awarded to the Chairman of PT Japfa Tbk’s Sustainability Committee, Renaldo Santosa.



Students enjoying a nutritious meal including eggs sponsored by Japfa

1 <https://www.unicef.org/eap/press-releases/nearly-half-all-children-east-asia-and-pacific-are-deprived-good-nutrition-due>

2 <https://www.unicef.org/indonesia/nutrition/reports/nutrition-updates-2024-edition>

2008 | Nutrient Campaign

Japfa launched a Japfa for Kids Programme by distributing nutrition packages and books on healthy eating and self-care. The programme also included health check-ups for all students, school management training (5S) for teachers, and cultural events.

2009 - 2014 | Additional Activities

The programme expanded with additional activities such as simultaneous chess matches, training for junior doctors, the Japfa for Kids Awards, and junior chef competitions to increase children’s engagement in health and healthy lifestyles.

2017 | Japfa for Kids Mentorship Programme

Japfa introduced a six-month mentoring programme and launched the “Japfa Ambassador” peer educator initiative to strengthen nutrition and health education among children.

2020 | COVID-19 Pandemic

Japfa supported teachers in adapting to the COVID-19 pandemic by providing guidance and training to ensure the continuity of education during difficult times.

2022 | Pilot Modelling

The focus shifted to addressing malnutrition, including undernutrition, severe malnutrition, overnutrition, and obesity. This new programme promoted schools as centres for nutrition, offering sustainable solutions to nutritional challenges.

2023 | Malnutrition Focus

The programme actively tackled malnutrition among students by promoting behavioral change through activities such as Japfa Health Day. These initiatives raised awareness about the importance of good nutrition for children.

2024 | Training for Medical Workers and Teachers

We provided training for healthcare workers and teachers to improve their ability to monitor and ensure that interventions have a positive impact.

Highlights of 2024

1. In 2024, Japfa lifted 762 children from malnutrition.
2. Japfa for Kids earned recognition from West Kalimantan’s Acting Governor for its impactful collaboration in combating malnutrition.
3. Japfa provided 32 hours of training for teachers with the support of nutritionist.



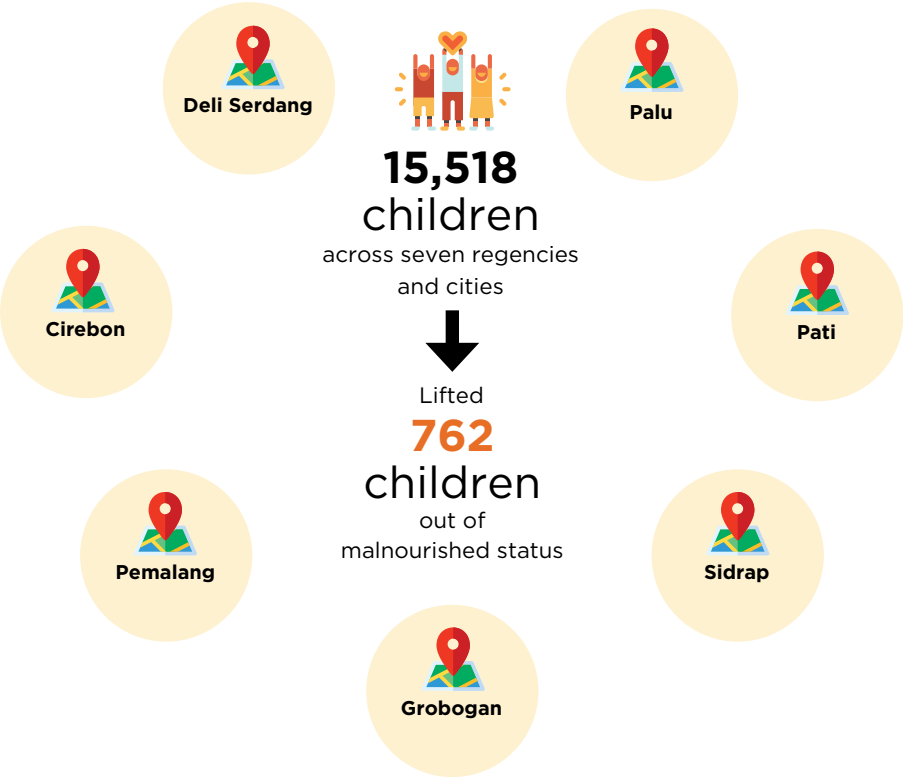
Student height and weight measurement to monitor their physical development

Our Actions

Japfa for Kids: Transforming Lives Through Education and Proper Nutrition

In 2024, the Japfa for Kids programme reached out to 15,518 children in 96 schools, across seven regencies and cities in Indonesia, including Deli Serdang, Cirebon, Pemalang, Grobogan, Pati, Sidrap, and Palu. The children were given height, weight and BMI assessments to identify those who are malnourished or undernourished. Through our programme, targeted interventions were rolled out to improve their children’s health and well-being. At the end of the programme, 762 children were lifted from malnourished or undernourished to normal health status.

Our initiatives, including the distribution of free and subsidised eggs to provide essential nutrition and the launch of impactful campaigns promoting nutrition, hygiene, and healthy lifestyles, have been pivotal in addressing this urgent issue. We continuously monitor and adjust the programme, ensuring its effectiveness and maximising its positive impact on the communities we serve.



Japfa for Kids staff and teachers meeting session

One Day One Egg

Japfa’s “One Day One Egg” programme aims to tackle malnutrition and stunting among school children. This initiative provides the malnourished students with one egg a day for three months, to promote long-term healthy eating habits and reduce unhealthy snacking. The programme begins with district-wide school engagement, where Japfa collaborates with local health clinics to conduct initial nutritional status assessment that measure students’ height and weight to identify those who are malnourished.

Children identified as malnourished or undernourished, are invited to join the Japfa for Kids intervention programme. The programme directly supports these needy children by supplying eggs, with parents involved in the process by attending nutrition education meetings and ensuring balanced diets at home (Komitmen Makanan Bergizi). Weekly egg distribution at schools ensures children receive essential nutrition on a regular basis. These eggs, sourced from Japfa’s partners, are then prepared by parents as part of their children’s lunch. Teachers monitor the lunch boxes to ensure compliance with nutritional guidelines such as Isi Piringku which means “fill up my plate”, promoting a balanced diet with appropriate portions of carbohydrates, proteins, vegetables, and fruits. This collaborative approach educates both parents and children on the importance of balanced nutrition while reinforcing healthy eating habits.

The progress of participants is tracked monthly, assessing health improvements and tailoring interventions based on real-time data collected using our Japfa for Kids app which was specially developed to facilitate monitoring by the teachers, health clinics and Japfa. This comprehensive approach to nutrition, combined with community collaboration, is central to addressing food insecurity, poor diets and reducing child stunting. Through local partnerships, Japfa builds a sustainable, healthier future by empowering families and communities to overcome malnutrition and foster long-term health and well-being of children. (GRI 203-1)



Students are required to bring balanced meals from home to ensure proper nutrition for their development

Japfa Healthy Day

Japfa Healthy Day, an integral part of the broader Japfa for Kids programme, takes a holistic approach to health and nutrition in schools. This initiative promotes the 4 Pillars of Balanced Nutrition, as endorsed by Indonesia’s Ministry of Health: staying active, maintaining a healthy weight, consuming a varied diet, and practicing good hygiene.

Through engaging group exercise programmes, Japfa encourages physical activities, fostering both health and social connections among peers. These activities instill teamwork, cooperation, and the importance of an active lifestyle, while reinforcing proper hygiene practices such as handwashing with soap to prevent illness and promote a healthier school environment.

Japfa is committed to nurturing lifelong healthy habits by focusing on education, social interaction, and practical health interventions. Through these combined efforts, we are empowering children with the tools to build resilience, enhance their well-being, and thrive in the future — actively contributing to combating malnutrition and promoting sustainable health, in line with UN SDG 2 Zero Hunger.



Students participating in an outdoor activity during Japfa Healthy Day

Empowering Teachers: To Champion Child Nutrition and Wellness

Teachers play a crucial role in the Japfa for Kids programme, becoming key advocates for child nutrition and wellness. Understanding their influence in shaping young minds, our programme empowers educators by equipping them with the knowledge and tools to foster healthy eating habits and promote overall wellness. This training strengthens their ability to improve food security within school communities and create lasting, positive change in the lives of children.

The teachers undergo 32 hours of comprehensive training, which counts towards their certification and professional development. The curriculum is designed to equip them with expertise in three key areas:

Comprehensive Nutrition Knowledge:
Teachers gain in-depth knowledge about the role of essential nutrients in children’s development, enabling them to impart this knowledge in a relatable way.

Integration of Healthy Eating into School Curriculum:
Teachers learn about tools and methods to weave the concepts of balanced nutrition into their lessons, making health education and nutrition an integral part of everyday learning.

Amplifying Impact Through the Multiplier Effect

Teachers are trained to effectively observe and assess students’ health indicators, allowing them to identify nutritional needs early and provide targeted support through both education and school activities.

By empowering teachers, Japfa is laying the foundation for a healthier generation with a long-lasting impact. This initiative creates a multiplier effect, as teachers pass on the knowledge and skills to students, who in turn share these lessons with their families and communities. Through this cycle, we are not only addressing immediate child nutrition needs but also cultivating a culture of health and wellness that endures across generations. By equipping children with the tools to make informed, healthier choices, Japfa is driving sustainable well-being and creating lasting change for communities.



Teacher conducting a nail hygiene check as part of the Japfa for Kids programme



Parents engaging in a nutrition education session as part of the Japfa for Kids programme

Engaging Parents: Building Nutritional Foundations for Lifelong Health

Parents are crucial partners in shaping healthy eating habits at home, and Japfa recognises their pivotal role in improving the well-being of the children. By actively involving parents in the Japfa for Kids programme, we strive to create lasting change that extends far beyond the classroom.

Commitment to Nutrition:

Parents of malnourished or undernourished students will sign a commitment letter to provide nutritious meals at home, reinforcing dietary changes that support their children’s growth and development. This commitment ensures sustained improvements in nutrition and well-being.

Meal Monitoring Support:

Parents must also commit to prepare lunch boxes that meet nutritional standards, focusing on balanced, protein-rich meals that help combat stunting and contribute to long-term health.

Regular Educational Sessions:

Parents attend regular workshops led by qualified nutritionists to deepen their understanding of balanced nutrition, food safety, and meal preparation. These sessions equip parents with the knowledge they need to provide the best care for their children.

One-on-One Nutrition Consultations: Parents of malnourished/stunting students can get access to personalised nutrition consultations, allowing for tailored guidance and addressing specific health concerns to monitor progress and ensure optimal outcomes for their child.

Through these collaborative efforts, Japfa empowers parents to create healthier home environments, instilling lifelong habits that foster the well-being of their children. This comprehensive approach ensures that families are fully equipped to support the growth and health of the next generation, contributing to long-term resilience and the fight against malnutrition.

Instant Insights: Real-Time Data Dashboards for Children’s Health Monitoring

We developed a real-time digital app and dashboard to monitor key health metrics such as Body Mass Index (BMI), weight, and height of the children. This in-house system equips the Japfa team with instant visibility into health trends, allowing us to make swift, data-driven adjustments to our intervention programmes. By harnessing real-time insights, we can ensure that every child’s well-being is closely monitored, enabling us to deliver more responsive, targeted, and impactful support.



Japfa for Kids students and teachers in a lively classroom setting

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I Gede Arya Sudana
Hindu Religion Teacher & Program Coordinator –Japfa for Kids,
SD Inpres 8 Mamboro, Palu



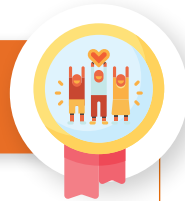
Building Healthy Habits Through Japfa for Kids

At first, the Japfa for Kids programme seemed like just another school initiative. Teachers, parents, and the school principal gathered to discuss addressing malnutrition among students. Initially, many parents were hesitant, fearing misperceptions about the programme, including concerns about labeling or mistaken assumptions that it involved medication or injections. However, after clear explanations, they agreed to participate.

“It added to my workload,” the teacher admitted, “but seeing the kids excited to bring their healthy meals and eat with friends made it worth it.” The structured approach, including weekly egg distribution and lunchbox monitoring, demonstrated tangible progress, reassuring parents and encouraging their involvement.

Children learned to assemble balanced meals with protein, carbohydrates, and vegetables. For many families, the programme was transformative, teaching the value of proper nutrition and fostering lifelong healthy habits. “It’s not just about food — it’s about empowering families with knowledge and creating a lasting change,” the teacher reflected.

Japfa for Kids Awards 2024



This event serves both to recognise students and to evaluate changes in teachers' behaviour and knowledge from the beginning of the programme through to the mentoring stage. The Japfa for Kids (JfK) Award is divided into three main categories: School, Teacher, and Student Competitions—comprising a total of six competition types. The School Competition assesses the implementation of school programmes, the development of student learning materials, and participation in the Four Pillars of Balanced Nutrition exercise. The Teacher Competition includes a quiz and an article-writing contest, while the Student Competition features a poster design competition.

Japfa Recognised for Transformative Impact in Combating Malnutrition



In 2024, the Acting Governor of West Kalimantan officially recognised Japfa for our contribution to combating malnutrition through the Japfa for Kids programme. This award reinforces the critical role of collaboration between the private sector and government in tackling local challenges, particularly those concerning food security and public health.

The success of the Japfa for Kids programme in Mempawah stemmed from strong collaboration between Japfa and various partners. Effective coordination between Japfa's Social Investment and Poultry Feed teams in West Kalimantan ensured smooth programme delivery, while the local government's contribution of 50% of the programme's funding further bolstered its sustainability and impact.



Japfa receiving an award from the Acting Governor of West Kalimantan for contributions to combating malnutrition

Our Actions

Japfa's Study on Indonesian Children's Nutritional Adequacy

Childhood malnutrition remains a critical challenge in Indonesia, affecting children's growth and long-term development. In support of the government's "Makan Bergizi Gratis" initiative, which provides nutritious meals to children and expectant mothers, Japfa conducted a study to identify the most effective nutrition delivery models. The study focused on adjusting production costs to regional needs, ensuring the use of quality food ingredients, and guaranteeing food safety and hygiene.

In collaboration with EduFarmers Foundation and the University of Indonesia's Centre for Nutrition and Health Studies (PKGK UI), we evaluated three meal delivery models - Ready to Eat (RTE), Ready to Cook (RTC), and Self-Managed. The research, conducted from May to June 2024, involved over 1,000 children across five cities: Padang, Sragen, Mempawah, Malang, and Makassar. The study meticulously monitored the production process, fulfilment of nutritional needs, and the distribution chain to determine the most effective approach.

The findings revealed that the Self-Managed model achieved the highest consumption rate among students at 84%, closely followed by the RTC model at 83%. Notably, following the roll-out of these initiatives, there was a 2.8% reduction in malnourished or undernourished children, accompanied by a significant increase in protein and fruit consumption - both vital for childhood growth and development. This study underscores Japfa's commitment to improving nutritional outcomes for children and the results provide valuable insights for enhancing the effectiveness of nutrition programmes, contributing to national efforts to combat malnutrition and promote child health.

For more details, visit:




<https://www.japfacomfeed.co.id/japfa-partners-with-pkgk-ui-to-study-nutritional-sufficiency-for-indonesian-children>





Healthy Habits — Students in Japfa for Kids assisted school washing their hands before lunch

05

Efficient Production System

- 

Ethical Care, Resilient Food Systems
Page 72
- 

Efficient Use of Energy and Resources
Page 89
- 

Emissions and Waste Minimisation
Page 103

Balanced Nutrition:	72
Enhancing Animal Health and Advancing Sustainability	
Fostering Animal Comfort through Innovative Practices	75
Biosecurity	77
Maintaining Animal Health	80
Comfortable Animal House	85
Reducing Emissions with Local and Alternative Sourcing	90
Committed to Responsible Energy Practices	91
Innovative System and Data Integration across the Operations	95
Digitalisation in Poultry Operations	97
Digitalisation in Aquaculture	98
Water Preservation	99
Emission Management: Advancing Sustainable Practices	103
Waste Reduction and Optimisation	105

As the global population continues to grow, the need for sustainable food production has never been more urgent. This growth, compounded by the challenges of climate change, underscores the critical need to preserve natural resources while ensuring food security. Paradoxically, food loss and waste remain significant contributors to food insecurity, with vast quantities lost or wasted worldwide each year. Tackling this issue demands innovative practices that enhance resource efficiency and minimise waste.

Japfa's domestic vertically-integrated production model directly supports food security and self-sufficiency in the regions where we operate. By adopting sustainable agricultural practices and optimising resource utilisation, Japfa actively contributes to the circular economy and waste reduction. Leveraging technology-driven approaches, we maximise efficiency to make high-quality protein both affordable and accessible.

Japfa's commitment to sustainable resource management and affordability strengthens local food systems, positioning the Company as a key player in building resilient, self-sustaining food supplies.

In 2024, PT Japfa Tbk received the Corporate Emissions Award in the Platinum category for Transparency in Corporate Emissions Calculation for the non-bank issuer sector. This award recognises companies that have made significant contributions to reducing national emissions while maintaining transparency in their reporting. The initiative was organised by Majalah Investor in collaboration with PT Bumi Global Karbon and Berita Satu Media Holdings.



Japfa feed raw material conveyor system

Ethical Care, Resilient Food Systems

Why it matters

Focusing on animal welfare is essential for achieving food resilience. Raising livestock in healthy, humane conditions not only aligns with ethical principles but also minimises the risk of disease and enhances productivity. This approach significantly reduces food waste by ensuring fewer resources are lost to illness. Healthy animals are central to maintaining a stable food supply, as they contribute to efficient resource use and sustainability.

The commitment to high standards of animal care helps prevent the spread of diseases that could impact both animals and humans. By implementing rigorous welfare practices consistently across its operations, Japfa ensures the production of affordable, nutritious food in an ethical and responsible manner.

Five Freedoms of Animal Welfare¹

- 

Freedom from hunger and thirst
- 

Freedom from discomfort
- 

Freedom from pain, injury or disease
- 

Freedom to express normal behaviour
- 

Freedom from fear and distress

Highlights of 2024

- 1

Vaksindo inaugurated Vietnam's largest vaccine production facility, enhancing regional disease preparedness with specialised vaccine manufacturing.
- 2

Japfa achieved a breakthrough in sustainable tropical eel breeding, advancing biodiversity conservation and responsible aquaculture.

Our Actions

Balanced Nutrition: Enhancing Animal Health and Advancing Sustainability

Providing nutrient-dense feed is essential for ensuring animal health and welfare. Proper nutrition delivers vital vitamins, minerals, and proteins that support physiological growth and resilience. A carefully formulated diet not only promotes development but also strengthens immune defences, reducing the risk of disease. This proactive approach safeguards animal welfare, mitigates economic losses, and reinforces food security through a stable and sustainable supply chain. Japfa's feed development is guided by principles that align with environmental, social, and governance (ESG) standards.

Poultry Feed

In developing our feed, we adhere to several critical principles:

- Selecting High-Quality Raw Materials**

Climate change poses significant challenges, particularly for agricultural products such as soybean and corn, which face yield volatility and supply disruptions due to erratic weather. Despite these challenges, Japfa remains steadfast in its commitment to sourcing premium raw materials while adhering to stringent quality control and ethical sourcing standards. By partnering with suppliers who meet rigorous certifications and uphold transparency, Japfa ensures responsible sourcing practices.
- This commitment is reinforced through the implementation of the Japfa Supplier Code of Conduct and the requirement for Certificates of Origin, embedding environmental stewardship across the supply chain. Where feasible, Japfa prioritises local sourcing to minimise carbon emissions associated with long-distance transportation.

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



Japfa feed raw material

Rigorous Quality Control for Raw Material Selection

Japfa employs Near-Infrared Reflectance (NIR) technology across all its feed mills in Indonesia to rapidly and precisely assess the nutritional quality of raw materials. While NIR technology is globally recognised, the Japfa team customises and calibrates these equipment to align with our precise quality standards, ensuring optimal accuracy and reliability.

Japfa’s Quality Control (QC) team rigorously inspects every batch of raw materials delivered to the feed mills. Materials that fail to meet Japfa’s stringent criteria are promptly rejected and returned to the supplier. Additionally, finished feed products undergo extensive testing to guarantee safety and quality before reaching customers.

To uphold high standards across the supply chain, Japfa conducts regular site visits to supplier facilities. These visits foster collaboration, ensure alignment with Japfa’s testing protocols, and reinforce strict adherence to ethical and sustainable sourcing practices. This approach not only strengthens supplier relationships but also supports Japfa’s broader Environmental, Social, and Governance (ESG) goals by promoting transparency, accountability, and sustainability throughout its operations.

For more information, visit:



<https://japfa.com/sustainability/sustainability-into-action>

Implementation of Precision Feeding

The commitment to precision feeding practices is central to minimising nutrient wastage and reducing the environmental impact of animal feed. By aligning nutrient intake with the specific physiological needs of male and female chickens, resource efficiency is maximised, providing only the necessary nutrients without wastage.

Key initiatives include fine-tuning digestible lysine levels to cater to the dietary needs of different poultry grades, and conducting trials to develop gender-specific feed formulations. Selective additives are incorporated to improve nutrient absorption and bioavailability, ensuring optimal utilisation by the animals. Further optimisation efforts are focused on calibrating calcium and phosphorus levels within feed compositions based on extensive research to enhance feed efficiency.

These precision feeding practices reflect a strong commitment to ESG principles, promoting sustainable farming practices, reducing waste, and supporting responsible resource management. By continually innovating, the poultry industry moves toward a more efficient and environmentally conscious food production system.

Innovative Research for Advanced Feed Formulation

Japfa places a strong emphasis on continuous research in feed formulation to address the evolving needs of modern poultry genetics. As genetic advancements lead to changes in the physiological requirements of birds, Japfa consistently updates its feed compositions to deliver optimal nutrition that supports growth, health, and productivity.

In line with its commitment to innovation and compliance, Japfa integrates probiotics into its feed formulations to promote gut health and enhance immunity. Antibiotics are only included when necessary, strictly adhering to government regulations to ensure that no harmful residues remain in the final product. These innovations reflect Japfa’s dedication to advancing animal welfare, food safety, and sustainable farming practices.

Aquafeed

Japfa Aquaculture Research Station (JARS)

Japfa reaffirmed its commitment to innovation in aquaculture by obtaining SNI ISO/IEC 17025:2017 certification for its Nutrition Lab at the Japfa Aquaculture Research Station (JARS) in Gresik, Indonesia. This internationally accredited laboratory is a cornerstone of Japfa’s position as a comprehensive solution provider with strong competency in in-depth research and development for aquaculture technology and animal health.

Expanding Polychaete Farming

Polychaete worms, known for their nutrient-rich composition, are a vital resource for promoting the growth and health of shrimp broodstock. To produce a stable and reliable supply of premium feed, our polychaete farming operations have been expanded to Aceh, Indonesia. This extension enhances regional availability of high-quality feed that is specifically tailored to meet the dietary needs of broodstock, reinforcing a commitment to sustainable aquaculture practices.

Low-Phosphorus Feed to Minimise Water Pollution

To preserve water quality and reduce feed waste in tilapia farming, feed management practices incorporate low-phosphorus feed. This approach minimises water pollution and ensures a more sustainable farming process. Floating feed types, combined with retaining nets, help reduce wave disturbances, while feed broadcaster machines ensure even distribution, optimising feed efficiency. Furthermore, the aquafeed is registered with the Indonesian Ministry of Marine Affairs and Fisheries (KKP), adhering to industry regulations and environmental standards.

These initiatives reflect a strong commitment to advancing sustainable aquaculture practices, promoting environmental responsibility, and ensuring the long-term viability of aquaculture operations.

Swine Feed

The swine feeding programme at Japfa Vietnam is meticulously designed to meet the distinct nutritional needs of each swine group, accounting for specific stages such as lactation and pregnancy. Developed in collaboration with qualified nutritionists and veterinarians, the nutrition Standard Operating Procedure (SOP) is centrally documented to ensure consistency and adherence across all operations.

Protein levels are precisely calibrated to match the physiological demands of the animals, minimising undigested protein waste. The programme includes age-appropriate feeding guidelines and phased dietary adjustments, allowing for careful monitoring of feed intake to prevent unintended weight fluctuations and promote overall health.

This thoughtful approach not only supports animal welfare but also aligns with Japfa’s commitment to sustainability and responsible resource management. By optimising feed efficiency and reducing waste, Japfa contributes to more sustainable farming practices that support long-term environmental and social goals.



Japfa Vietnam swine farm

Our Actions

Fostering Animal Comfort through Innovative Practices

Maintaining animal comfort is a fundamental principle throughout the farming and harvesting processes. Efforts to reduce stress and enhance welfare are implemented at every stage, ensuring that animals experience minimal discomfort, supporting their health and productivity.

Poultry and Swine

- Comfortable Harvesting Process

Gentle harvesting practices are prioritised to minimise stress and handling during the transportation of chickens. In 2024, new conveyor systems were introduced to automate the movement of chickens from housing to the harvesting area, reducing manual handling and minimising bruising and stress. Automated weighing systems integrated along the conveyor belts further streamline the process, allowing chickens to be weighed as they enter the harvest area without additional stress.
- Automatic Weighing System

Chicken sampling weighing is conducted by using automatic scales that have been installed in our poultry houses to monitor chicken weights daily without manual handling. This new system continuously tracks chicken weights, reducing human interaction and minimising disturbance in the houses. This real-time data enables accurate weight projections.
- Predictive Tools for Growth and Harvest Planning

To further optimise growth and harvest planning, predictive tools have been developed to forecast chicken weights based on real-time data. These tools determine the optimal harvest time for target weight, guiding adjustments in feeding and management schedules. This system, proven to be accurate through extensive trials, enhances poultry growth, harvest planning, and ensures alignment with market demands.

These innovations contribute to animal welfare, operational efficiency, and environmental stewardship, aligning with broader environmental, social, and governance (ESG) principles. By leveraging technology and humane practices, comfort is enhanced while fostering sustainability in food production.



Japfa Aquaculture Employee conducting quality control with QCSharp application

Aquaculture

The harvesting and transportation of aquaculture products are meticulously carried out to ensure the comfort and well-being of the animals, aligning with our commitment to sustainability and responsible resource management.

- Shrimp Hatcheries

In shrimp hatcheries, the Post-Larvae Harvesting and Delivery Standard Operating Procedure (SOP) ensures that the harvest and delivery processes are safe and comfortable for the shrimp. This SOP outlines clear steps to follow during harvesting to minimise stress, ensuring that the process meets high standards for animal welfare and efficiency.
- Fish Harvesting

For fish harvesting, we adopt volumetric methods to estimate the number and weight of fish. This approach reduces stress by minimising the time spent outside their aquatic habitat, enhancing animal welfare during the harvesting process.
- Other Efficient Harvesting Measures

Several measures are in place to ensure efficient and humane harvesting and transportation of aquaculture products:
 - Acclimating temperatures to meet the needs of post-larvae.
 - Standardising seawater temperatures to ensure consistency.
 - Adjusting post-larvae density according to shipping distance and duration to minimise overcrowding and stress.
 - Injecting pure oxygen to ensure an adequate air supply during transportation.
 - Adding activated carbon to absorb harmful ammonia, improving water quality during shrimp transport.
 - Utilising specialised refrigerated trucks to maintain optimal conditions during post-larvae deliveries.
 - Real-time tracking of vehicles, including location, temperature, and vehicle history, ensuring transparency and traceability.
 - Limiting transportation times to between 24 and 30 hours to minimise stress and ensure timely delivery.

These practices enhance animal well-being while promoting sustainable aquaculture through resource optimisation and waste reduction. They demonstrate our commitment to ESG principles, aligning operations with top standards of animal welfare and environmental stewardship.



Closed-house poultry farming facility

Our Actions

Biosecurity

Biosecurity is a cornerstone of our commitment to animal welfare at Japfa, ensuring our animals thrive in safe, disease-free environments. Tailored biosecurity measures are implemented across all facilities in five countries, addressing the unique needs of different animals and continuously evolving to enhance their well-being. By prioritising biosecurity, we protect our livestock from diseases and contaminants, supporting the robust growth and productivity of our poultry, aquaculture, and swine operations.

Biosecurity Excellence in Poultry and Swine Farms

Robust biosecurity practices are integral to ensuring animal welfare and operational excellence across poultry and swine farms. These protocols are meticulously designed to prevent disease transmission, safeguard animal health, and promote sustainable production practices.

Isolation	Our farms are strategically located to reduce disease risk through isolation, in line with local regulatory authorities.
Traffic Control	<p>Access is restricted and controlled through a three-zone system:</p> <ul style="list-style-type: none">Red Zone: Parking and securityYellow Zone: Office areasGreen Zone: Livestock areas <p>Access is granted only to authorised personnel, with approvals from both management and health teams. Visitor history records are maintained to safeguard flock health.In India, the enhanced implementation of biosecurity, along with the focused biosecurity training for contract farmers this year has resulted in a lower mortality rate with visible operational improvements.</p>

Rigorous Sanitation	<p>Sanitation is essential to minimise contamination of people, vehicles, and equipment. Key measures include:</p> <ul style="list-style-type: none">Tire baths to clean trucks before entry into farm premisesIsolation of sick animals in designated sick baysMandatory showers and disinfection protocols for personnel before entering sensitive areas. Facilities like warm water and towels are provided to ensure comfort and complianceStringent pest control protocols to prevent the intrusion of pets, rodents, insects and other potential contamination
All-in All-Out System	<p>In Vietnam, the “all-in, all-out” system ensures that all birds enter and exit the farm together, enabling comprehensive cleaning and disinfection between production cycles, which minimises disease transmission risks.</p>

“In Vietnam, our rigorous biosecurity practices have proven instrumental in navigating the challenges posed by African Swine Fever (ASF) outbreaks. By implementing stringent biosecurity measures, Japfa has been able to maintain animal health and performance, resulting in lower livestock losses. Today, this commitment to high biosecurity standards has positioned Japfa as a resilient leader in the industry.”



Japfa Vietnam swine farm

Biosecurity in Aquaculture

In our aquaculture operations, we implement tailored biosecurity measures to protect aquatic animals and ensure the sustainability of our operations, aligning with ESG principles.



Japfa Aquaculture site

Strategic Site Selection	Aquaculture facilities are strategically located to avoid proximity to other farming areas, minimising cross-contamination risks. Before site establishment, we conduct thorough feasibility assessments to ensure environmental conditions are free from potential disease agents, safeguarding both aquatic health and environmental integrity.
Rigorous Sanitation	<p>Strict sanitation procedures govern the entry of personnel, raw materials, equipment, and vehicles into our aquaculture facilities. In tilapia farming and shrimp hatchery units, these procedures include mandatory PPE use, fumigation, sterilisation of equipment, and tire baths. All personnel entering sensitive areas, such as tilapia Floating Net Cages (FNC) and shrimp farming units, must disinfect their hands and feet. Additionally, in shrimp farming units, workers must shower before entering farming areas.</p> <p>To enhance security, we implement CCTV surveillance across our aquaculture facilities, monitoring the movement of goods and personnel. Access control is further reinforced through differentiated tags for guests and staff, with restricted zones requiring specific authorisation. A mandatory background check form ensures compliance with safety and security protocols at every stage.</p>
Broodstock Selection and Routine Health Checks	Before being introduced to the farming environment, shrimp broodstock undergo a strict 14-day quarantine period. During this time, routine health assessments, including PCR testing, are conducted to verify that the animals are free from disease, minimising any risk of disease transmission to the broader population.
Disease Mitigation in Aquaculture	<p>To preserve water quality, we use responsible management practices and certified feed ingredients, ensuring that our operations meet regulatory standards. Regular disinfection is conducted to eliminate microorganisms. Additionally, reverse osmosis (RO) systems are deployed in several units to ensure that water quality meets the necessary standards for sustainable and healthy production.</p> <p>These practices reflect our unwavering commitment to biosecurity, ensuring the health and welfare of our aquatic species while supporting responsible environmental stewardship.</p>

Our Actions

Maintaining Animal Health

With animal welfare as a core priority, we are committed to implementing responsible health management practices throughout every stage of production, from vaccination to antibiotic use, ensuring both animal well-being and operational excellence.

Biotechnology as a Solution for Animal Health Management

Our approach emphasises the responsible use of vaccines and antibiotics, balancing the health of the animals with long-term sustainability and the reduction of unnecessary treatments, which ultimately contributes to improved human health as well.

In Indonesia, Japfa is the only animal producer that has its own in-house vaccine facility Vaksindo which does research and development on poultry diseases and vaccines.

Inaugurating Vaksindo Vietnam



In June 2024, Vaksindo Vietnam Company Limited inaugurated Vietnam’s largest vaccine production facility. This sophisticated facility is equipped with five specialised production lines — egg-based, active and inactive tissue culture, bacterial, and emulsion — allowing for the manufacture of essential vaccines tailored for poultry and swine. The plant is strategically positioned to meet the increasing demands of the regional agricultural sector, especially as countries recover from outbreaks like African Swine Fever (ASF).

Vaksindo’s approach to localised vaccine production ensures its products are specifically adapted to prevalent disease strains in Indonesia, Vietnam, and neighbouring export markets. This strategy maximises vaccine efficacy within each region, providing a competitive edge. Additionally, Vaksindo remains proactive in monitoring emerging disease threats, regularly updating vaccine strains to stay prepared for potential outbreaks.



Inauguration speech at Vaksindo Vietnam



Vaksindo's animal vaccines

Vaccination for Optimal Health	<p>We adopt a preventative approach through strategic vaccinations at critical stages. For poultry, vaccinations are administered early to provide neonatal protection for chicks, reducing stress and minimising the need for subsequent treatments, while promoting long-term health. Vaccines targeting major diseases such as Avian Influenza, Infectious Bronchitis, and Newcastle Disease help to ensure strong immunity throughout their life cycle.</p> <p>In our swine operations, we strictly adhere to standardised vaccination protocols and internal epidemiological guidelines. This disciplined approach promotes optimal animal health, ensuring healthier livestock.</p>
Global Expansion and Reach	<p>By the end of 2024, we successfully expanded our export footprint to 20 countries across Asia and Africa, further establishing Vaksindo as a key player in the global animal health industry.</p>
Supporting Food Security During Disease Outbreaks	<p>To address the constant risk of disease outbreaks in livestock populations, Vaksindo actively monitors and develops vaccines to respond swiftly to potential outbreaks. This adaptability and capacity for rapid vaccine production has established Japfa Vaksindo as a leader in animal disease prevention, including for Avian Influenza, Foot-and-Mouth Disease (FMD), and Lumpy Skin Disease (LSD). Notably, Vaksindo is the only private company in Indonesia registered as a producer of FMD and LSD vaccines.</p>
Breakthrough in Bacteriophage Production	<p>We have become the first company in Asia to successfully produce bacteriophages on a large scale, revolutionising pathogen control in agriculture. This innovative advancement effectively eliminates harmful bacteria, reducing the reliance on antibiotics. Currently, Vaksindo is conducting trials with Salmonella phages in poultry farms and Vibrio phages in shrimp aquaculture, paving the way for healthier, more sustainable farming practices.</p>
Monitoring Probiotic Effectiveness	<p>Equipped with cutting-edge laboratories, Vaksindo continuously evaluates the effectiveness of probiotics against field pathogens. This ongoing research ensures the long-term efficacy of probiotics in maintaining animal health, reducing the need for antibiotics and advancing more sustainable livestock farming practices.</p>
Sustainable Technology Implementation	<p>Vaksindo is committed to sustainability by reducing reliance on animal-derived materials and promoting more ethical approaches in vaccine production. One key initiative is the shift to serum-free media for vaccine production. This transition eliminates the need for bovine serum, addressing animal welfare concerns while maintaining high bioethical standards. By utilising chemically-based alternative media components, Vaksindo ensures consistent vaccine quality while aligning with sustainable and ethical practices.</p>

Responsible Use of Antibiotics

Climate change has intensified the risk of disease in livestock, weakening immune systems and creating environments that favour the spread of pathogens. In response, Japfa adopts a proactive approach to animal health by isolating affected animals and administering antibiotics as prescribed by veterinarians only when necessary.

In our swine operations, we follow strict protocols aligned with the Vietnamese Ministry of Agriculture's regulations. Antibiotics, along with antiparasitic and antifungal treatments, are used exclusively for therapeutic purposes, as directed by licensed veterinarians. To ensure food safety, we also enforce a mandatory medicine withdrawal period, allowing any residues from treatments to clear before the livestock enters the food chain.

Our team of veterinarians conducts regular health inspections, evaluating factors such as body condition, feed and water intake, lameness, hygiene, and disease symptoms. This comprehensive, multi-level approach helps maintain the highest standards of animal health and welfare across our operations.

In Indonesia, a tiered approval process ensures that antibiotic use is absolutely necessary, reinforcing our commitment to responsible administration. This is supported by a digital prescription system that enables real-time monitoring of prescription patterns to promote responsible antibiotic use. From 2023 to 2024, antibiotic usage in our PT Japfa Tbk commercial poultry operations decreased by 4.8%.

“In Indonesia, our products are completely free from AGPs. In both Vietnam and India, our products contain no AGP residues.”



Vaksindo employees at the production facility



Japfa Chick Van

Maintaining Animal Health in Poultry

Routine Salmonella Testing of Day-Old Chicks (DOC)	Our Salmonella monitoring programme begins with routine testing of Day-Old Chicks (DOC) starting from our Grandparent (GP) stock. This comprehensive testing continues throughout the Parent Stock (PS) stage, reinforcing our commitment to Salmonella-free production. With continuous monitoring and lab tests performed at every stage of breeding, we maintain high biosecurity standards and ensure the health of our livestock.	Feed Consumption Management for Optimal Growth	Feed intake is managed according to age-specific standards to promote uniform growth and maintain optimal size across our flocks. This ensures that our poultry achieve healthy development, meeting the highest production standard.
Blood Sample Monitoring to Ensure Immunity	To monitor antibody levels and prevent disease, we conduct blood sample testing every three months, such as for our colour bird operations in Vietnam. This proactive approach helps to ensure long-term health and immunity of our flocks, fostering a resilient poultry population.	Optimised Transport Conditions: Chick Van Air Conditioning Rejuvenation	We continuously look for ways to enhance the transport conditions for our day-old chicks, including revamping of the air conditioning systems in our chick vans in Indonesia. Comprehensive maintenance, along with the installation of an auxiliary intake fan, improves air quality control, ensuring optimal conditions during long-distance transportation and the safe delivery of our chicks.
Hygiene Assessments for High Standards of Cleanliness	Regular random sampling assessments are performed to uphold the highest hygiene standards in our poultry farms. These measures ensures a clean, safe environment, contributing to the overall health and well-being of our livestock.	Tracking Mortality Rates for Early Intervention	Mortality rates are closely tracked to maintain healthy, disease-free flocks. This vigilant tracking enables early intervention when necessary, helping us identify and address potential health issues promptly to safeguard the well-being of our birds.



Vannamei shrimp at Japfa Aquaculture

Maintaining Animal Health in Aquaculture

In our aquaculture operations, we prioritise ethical animal handling and adhere to animal welfare principles through the following practices:

Health Monitoring	Routine health assessments are conducted to maintain optimal well-being across our hatcheries and fish farms. In our shrimp hatcheries, fry health monitoring is performed twice daily, focusing on key indicators like activity, growth, appetite, and mortality. PCR (Polymerase Chain Reaction) tests are also used to track health throughout the production chain. In fish farming, regular health checks include assessments of physical condition, movement, and appetite, alongside ongoing maintenance of cage nets to ensure cleanliness and minimise disease risks.
Holistic Preventive Approach	We take a proactive, natural approach to disease prevention, recognising the importance of environmental stability in fostering animal health. By optimising water quality through precise control of temperature, oxygen levels, and pH balance, we create healthier living conditions for our animals. Additionally, prebiotics and probiotics are incorporated into shrimp diets to strengthen immune systems, promoting resilience against diseases while reducing reliance on antibiotics.
Optimising and Selecting the Best Genes	Partnering with Hendrix Genetics, Japfa brings high-quality shrimp broodstock breeding to Indonesia. This initiative ensures local farmers have easier access to premium broodstock closer to their operations, reducing long-distance transportation stress on the broodstock all the way from Hawaii. It enhances animal welfare while supporting food security in Indonesia by strengthening local aquaculture production. Additionally, it contributes to sustainability by reducing emissions associated with long-distance transport, helping create a more sustainable and environmentally responsible aquaculture industry.

Maintaining Animal Health in Swine

Smart System for Efficient Animal Health Monitoring in Swine Operations	<p>We have introduced a smart factory system within the swine fattening farms to enhance health monitoring and promote animal welfare. Cameras are strategically installed to move along each swine pen, pausing at intervals to assess each pig’s activity, weight, health, and feeding status. These automated checks are complemented by manual inspections carried out by production personnel to ensure optimal conditions are maintained.</p> <p>The system is equipped with early detection capabilities, that triggers alerts if it detects reduced activity, which may indicate potential health issues. This proactive approach allows for quick diagnostics and timely interventions, ensuring that animal welfare standards are upheld and health challenges are addressed efficiently.</p>
Strict SOP for Harvesting	Our harvesting processes adhere to stringent Standard Operating Procedures (SOPs), prioritising the animals’ welfare during the transportation. For example, the techniques of lifting the pigs during transportation are customised to leverage on their natural bone structure, eliminating undue stress. This careful approach ensures the humane treatment of the animals while maintaining high operational standards.

Our Actions

Comfortable Animal Houses

A comfortable and safe living environment is essential for promoting optimal animal welfare. It protects animals from harsh weather conditions and potential predators while meeting their physical and psychological needs. A well-maintained environment allows animals to move freely, remain clean, and have consistent access to fresh food and water. This not only enhances animal health but also supports their well-being and productivity, ensuring they thrive in a secure and nurturing environment.



Aerial view of Japfa's poultry hatchery in Purwosari, Indonesia

Addressing Climate Change with Closed-House Systems for Poultry

The adoption of advanced animal housing systems is crucial in mitigating the impacts of climate change on poultry farming. By building closed-house farms equipped with state-of-the-art technology, environmental factors such as temperature, humidity, and CO₂ levels can be precisely controlled. This controlled environment helps to protect the livestock and reduce the vulnerability to climate fluctuations, ensuring a conducive environment that enhances both animal welfare and resource efficiency.

Slatted flooring combined with a deep litter system improves comfort, facilitates hygiene, and simplifies manure management. Warmer rooms are used during hatching to provide a stable, controlled environment for eggs.

To combat the high temperatures, cooling pads are installed in the farms, while advanced ventilation systems and heaters ensure optimal temperatures during cold weather, maintaining consistent and comfortable conditions for the chickens.

In our commercial farms, we utilise a self-developed system with similar features to maintain a controlled environment. This system minimises poultry vulnerability to climate change by ensuring stable and optimal conditions for their well-being.

Enhanced Facility Controls for Operational Stability and Safety	Japfa's facilities are equipped with advanced ventilation control systems that autonomously adjust fan operations based on real-time environmental conditions, improving consistency and minimising the need for manual intervention. Upgraded thermostats further enhance operational stability, reducing the risk of technical failures.
	Comprehensive safety measures, including alarms for power outages, fan failures, and fire hazards, are in place to protect against disruptions that could affect animal welfare. Additionally, Japfa has piloted the use of fan-generated airflow to power farm lighting.

Maintaining Ideal Microclimate for Animal Welfare

Japfa has partnered with Universitas Padjadjaran and Scotland Rural College on a PhD research project that provides valuable insights into animal welfare at Japfa's poultry farms. The study confirmed that the farms maintain a favourable microclimate with low ammonia and CO₂ levels, as well as proper air circulation — essential factors for supporting animal health.

The study also found that the recycled litter bedding depth met recommended standards, remaining clean and dry to encourage natural behaviours like dust bathing. Population density across the studied farms was within acceptable limits.

Footpad dermatitis assessments revealed that most chickens showed no signs of the condition. This demonstrates the positive impact of deeper litter on foot health and underscores Japfa's commitment to prioritising animal welfare.

Ensuring Optimal Water Quality for Sustainable Aquaculture

Maintaining high-quality water conditions is vital for the health and welfare of our aquatic species. To achieve this, Japfa has implemented a set of best practices to preserve and enhance water quality across our aquaculture operations.

Advanced Sterilisation Protocols	Rigorous sterilisation techniques are employed in tilapia fish processing units to eliminate harmful microorganisms, safeguarding the health and safety of our aquatic stock.	Comprehensive Water Disinfection Methods	A variety of advanced water disinfection technologies, including ozone treatment, ultrafiltration, and ultraviolet (UV) treatment, are used in shrimp hatcheries to ensure good water quality standards and prevent contamination.
Strategic Aquaculture Site Selection	Aquaculture sites are carefully selected based on geographical factors, optimal spacing, and water flow management. This strategic approach ensures the creation of environments conducive to sustainable aquaculture practices and supports ecosystem health.	Routine Water Quality Monitoring	Monthly water quality assessments cover physical, chemical, and microbiological parameters, including temperature, oxygen levels, pH balance, and phosphorus and nitrogen content. These rigorous monitoring system ensures a stable and healthy environment for the growth and welfare of the fish and shrimp populations.

Through these practices, Japfa not only maintains the health of aquatic animals but also aligns with sustainability goals, promoting responsible water management and contributing to the preservation of ecosystems.



One of Japfa Aquaculture's site in Karangtekok, Indonesia

Swine Housing: Promoting Welfare, Efficiency, and Sustainability

Japfa’s swine housing facilities are designed to prioritise animal welfare while ensuring operational efficiency and environmental sustainability. The pens are constructed with solid concrete flooring, which provides a durable surface that is easy to clean and supports optimal hygiene standards.

To maintain a healthy and stable microclimate, our facilities are equipped with integrated monitoring systems that track key environmental factors in real time, such as ventilation, CO₂, and ammonia levels. These automated systems adjust ventilation, temperature, and air flow based on external weather conditions, mitigating respiratory risks and ensuring a comfortable environment for the animals.

Heat lamps are installed to meet the specific needs of piglets, providing warmth that supports their early development and reduces stress in colder conditions. Additionally, we manage stocking density to ensure animals have adequate space to move, rest, and express natural behaviours, promoting overall health and welfare.

Enrichment items, such as nipple drinkers and simple toys, encourage exploratory behaviours, contributing to a more stimulating and engaging environment for the animals.

These practices reflect Japfa’s commitment to balancing welfare, efficiency, and environmental responsibility. By prioritising animal welfare and adopting sustainable management practices, we contribute to the broader goals of sustainability, resource efficiency, and responsible livestock management.

Japfa’s Groundbreaking Achievement in Sustainable Tropical Eel Breeding: A Step Towards Conservation and Resilient Aquaculture



Tropical Eel in Japfa Aquaculture Research Centre

Japfa is proud to announce a significant breakthrough in sustainable aquaculture with the successful reproduction of the tropical eel, *Anguilla bicolor*, at our Aquaculture Research Centre (ARC). Recognised for its unique flavor and nutritional value, the tropical eel is highly prized in Asian markets. However, traditional harvesting methods have placed immense pressure on wild eel populations, threatening natural ecosystems and biodiversity. (GRI 304-4)

Eels are known for their complex breeding cycle, which involves a long migration from freshwater rivers to the deep ocean waters for reproduction. Historically, replicating these conditions in captivity has been a formidable challenge, making conservation efforts even more critical. In a groundbreaking move, the ARC team successfully reproduced 70,000 tropical eel larvae and sustained them for 11 days, demonstrating the feasibility of large-scale eel farming under controlled conditions.

This achievement represents a major step forward in alleviating pressure on wild eel stocks and contributing to biodiversity conservation. By developing a scalable solution for sustainable tropical eel breeding, Japfa is not only helping preserve vital ecosystems but also advancing the future of responsible aquaculture. This initiative aligns with our ongoing commitment to environmental sustainability and the creation of a resilient, sustainable food supply.

For more details, please read the full press release.



https://www.japfa.com/files/media/news/20240819_Japfa_Press_Release_Eel_Reproduction_Breakthrough.pdf

Japfa Biodiversity Conservation: Fostering Ecological Balance and Resilient Food Systems

Japfa is dedicated to biodiversity conservation and promoting sustainability throughout its operations. By selecting genetics tailored to thrive in local environments, we not only improve the resilience of our food systems but also contribute to maintaining ecological balance. This approach ensures that our agricultural practices support both the health of the planet and the communities we serve, creating a food supply that benefits nature and society alike.

Through our commitment to sustainable practices, we aim to preserve biodiversity while securing a future of responsible, resilient food production.

Continuing the Legacy of Local Staple Protein: Ayam Kampung Super and Colour Bird (GRI 304-4)

Japfa believes in preserving biodiversity and native species while delivering poultry products to satisfy diverse consumer preferences. By integrating sustainable practices with our deep expertise in animal husbandry, we create offerings that not only protect ecological balance but also celebrate the unique culinary traditions of the communities we serve.

- In Indonesia, our “Ayam Kampung Super” offers consumers a reliable and affordable option that captures the traditional flavours cherished by Indonesian communities.
- In Vietnam, the “colour bird” has been a culturally significant local protein for generations. Japfa has enhanced its production through advanced technologies and sustainable practices, ensuring this cherished poultry remains a staple for Vietnamese consumers.

Our initiatives include in-ovo vaccinations and comprehensive farmer training programmes to support the sustainable breeding of color birds. These efforts underscore Japfa’s dedication to delivering high-quality, culturally significant animal protein while championing sustainability and biodiversity conservation.



One of the Ulu Chicken parent stock poultry farms

Efficient Use of Energy and Resources

Why It Matters

As a leading animal protein producer in emerging Asia, we are steadfast in our commitment to meeting growing food demand while upholding a high standard of sustainability. Our approach emphasises the efficient and responsible use of energy and resources across our operations.

We employ a holistic strategy that integrates cutting-edge technologies, optimises local and alternative resources, and champions responsible water stewardship. This commitment drives operational excellence, minimises environmental impact, and reinforces our role in fostering a resilient and sustainable food system for the future.

Highlights of 2024

- 1

Coal usage dropped by 70.4% in 2024, marking a significant step toward the 2026 Zero Coal target through cleaner energy transitions.
- 2

Energy efficiency improvements were achieved in 2024 with the Smart Factory System, minimising idle energy, waste, and emissions across feed mills.



Japfa feed mill facility in Medan, Indonesia

Our Actions

Reducing Emissions with Local and Alternative Sourcing

Focusing on local and alternative raw materials significantly reduces carbon emissions by minimising the need for long-distance transportation. This approach not only lessens environmental impact but also helps control logistics costs, keeping products affordable for consumers.

Local sourcing also enables closer collaboration with regional suppliers, ensuring high-quality standards and swift adaptation to changing demands or disruptions. Despite challenges like seasonal fluctuations and geopolitical uncertainties, prioritising proximity strengthens supply chain resilience and aligns with sustainability goals, balancing environmental responsibility with economic efficiency.

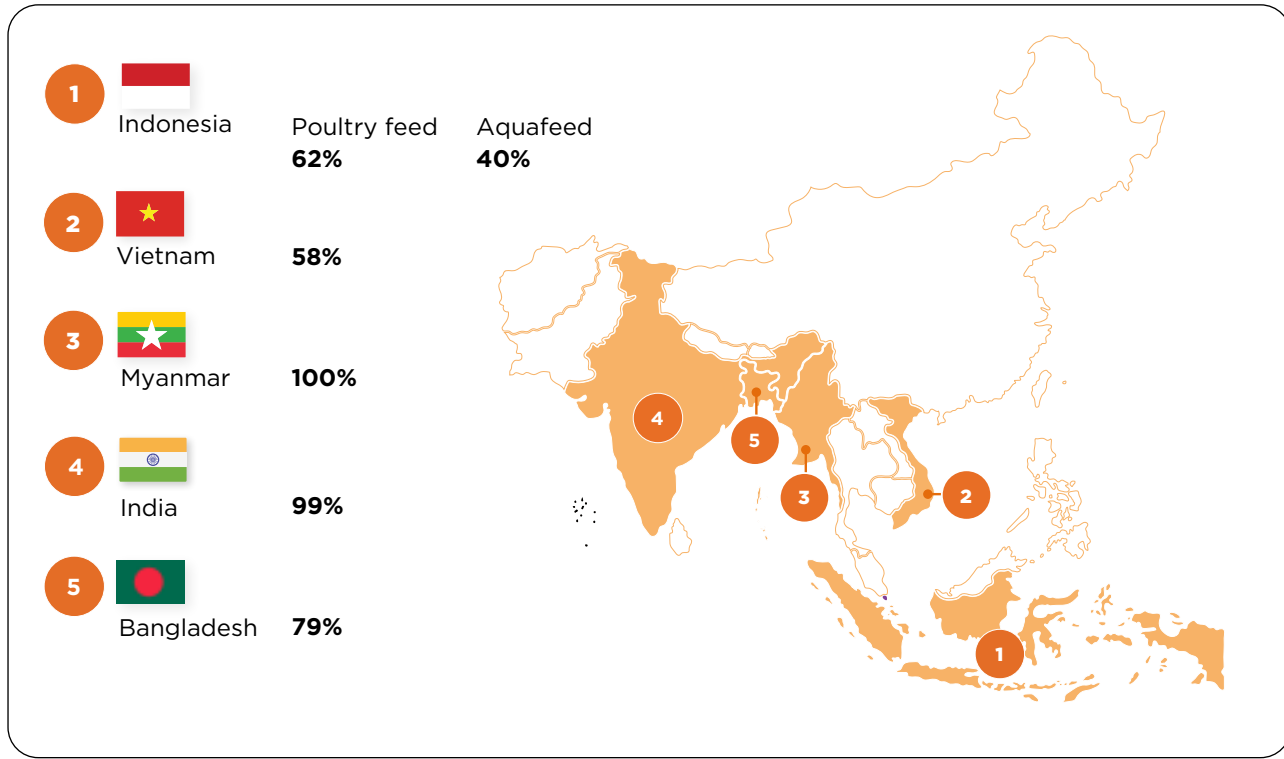
Across our operations, we prioritise the use of locally sourced ingredients, where feasible, to enhance supply chain resilience, reduce reliance on imports, and support sustainability. Essential raw materials such as soybeans, corn, rice bran, groundnut cake, and palm kernel cake are procured from local suppliers, minimising transportation emissions while maintaining feed quality.

Innovative use of regionally available by-products further exemplifies this approach. For instance, copra and broken rice are integrated into feed production, and shrimp heads are repurposed into a circular production system. Transitioning from imported fish oil to local alternatives has strengthened our shrimp feed market presence while supporting local economies.

We continue to explore sustainable options like Corn Dried Distillery Grain Solubles (DDGS) to optimise resource use and reduce environmental impact, aligning with our commitment to responsible production practices.

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, which may include community surrounding, operations, a region within a country or a country.

Our Actions

Committed to Responsible Energy Practices

Japfa is actively working to use energy more responsibly across its operations, including transitioning to renewable energy sources. By implementing efficient energy management practices, we aim to reduce our environmental footprint and operate sustainably.

By integrating sustainable energy practices into our day-to-day operations, we are committed to take tangible steps towards achieving "Net Zero Emissions" and ensuring we contribute to a more sustainable future for generations to come.

Renewable Energy Initiatives

Significant Progress in Reducing Coal Use



Japfa has set ambitious sustainability targets aligned with its Life Cycle Assessment (LCA) approach, focusing on environmental impact and social responsibility. A key priority is reducing coal usage and increasing renewable energy sources in operations.

From January to December 2024, Japfa reduced coal usage by 70.4% compared to the previous year. By December 2024, most facilities transitioned to cleaner energy sources, such as locally sourced candlenut shells, palm shells, and gas energy. This milestone reflects Japfa's progress toward Zero Coal target.



70.4%
reduction of
coal usage
in 2024

Solar Panel Installation We have introduced solar panels at various facilities, such as feed mills in Myanmar, to reduce reliance on diesel generators. This effort supports our commitment to a cleaner energy mix and improving energy efficiency throughout our operations.

Solar Street Lights At feed mills in India, solar-powered streetlights have been installed to optimise energy usage. These installations contribute to energy savings while also ensuring consistent feed quality by maintaining optimal moisture levels during production.

Installing Variable Frequency Drives In India, we have installed Variable Frequency Drives (VFDs) and upgraded motors in hammer mills and pelleting systems to optimise energy efficiency. VFDs adjust motor speeds in real-time to match operational needs, minimising energy waste. These upgrades ensure consistent, efficient performance, reducing overall energy consumption and enhancing sustainability within our production process.

LED Lighting for Energy Efficiency LED lighting has been integrated across Japfa's operations as part of our ongoing effort to reduce energy use. In Myanmar, LED lights have been installed in feed mills, farms, and offices, while in Vietnam, 80% of the feed mills have transitioned to LED technology. India has also adopted LED lighting across various facilities, resulting in substantial energy savings and contributing to a more sustainable, efficient production system.



Robot palletising system in PT Japfa Tbk feedmill production line: Japfa continuously upgrades systems and machinery in our operations

Upgrading Systems and Machineries for Optimisation Efforts to enhance operational efficiency are demonstrated through the continuous upgrading of systems and machinery, focusing on product quality, environmental impact reduction, and cost optimisation. Key initiatives include:

Boiler Economisers: The installation of boiler economisers enables the reuse of heat, lowering overall energy consumption and supporting a more sustainable production process.

Advanced Drying Systems: By replacing older dryers with new models featuring moisture sensors, water usage is optimised, contributing to greater resource efficiency and reduced waste.

Cyclones at Feed Mills: The integration of cyclones at feed mills reduces dust during production, improving air quality, safety, and operational efficiency.

Energy-efficient Expeller Machines in Soybean Processing: Energy-efficient expeller machines in Myanmar ensure sustainable soybean processing while addressing challenges related to soybean meal imports.

These upgrades contribute to efficient resource utilisation, improving productivity, and supporting a more sustainable and resilient production system.

Fighting Idle Energy Campaign



In 2023, PT Japfa Tbk's feed unit launched the "Fighting Idle Energy" campaign, focusing on energy management within feed mills. This initiative aimed to minimise energy waste by redesigning energy systems and identifying efficiency opportunities across production lines. The impact of this campaign became evident in 2024 with the implementation of a Smart Fuel System, featuring key innovations such as an Auto-Stop Mechanism across all feed mills and real-time data reporting via an Automated Dashboard. These measures not only enhanced energy efficiency but also reduced reliance on manual input.

Furthermore, Japfa continues to leverage technology to enhance resource efficiency and inventory management. With the electronic-technical goods warehouse (e-GBT) fully implemented across all feed mills and Smart Fuel Inventory applied in several units, the Company has digitised warehouse administration, enabled real-time monitoring of heavy equipment fuel consumption, and optimised resource utilisation. These technologies are integrated with the ERP system to ensure operational continuity and transparency in resource usage.

In transportation and material handling, Japfa's feed mills support carbon emission and waste reduction by shifting soybean meal transportation from trucks to a chain conveyor system at Medan, reducing diesel fuel consumption and minimising the risk of material spillage.

Beyond energy and transportation, Japfa also enhances production efficiency through technologies such as the Electronic Production Planning System (E-PPS), which provides real-time updates to production and quality control teams. This system ensures proper sequencing of material and equipment preparation, reducing idle time and improving productivity.

These initiatives reflect Japfa's commitment to achieving sustainable operational efficiency through an integrated approach to energy management, resource optimisation, and technological innovation. Through these efforts, Japfa strengthens its position as an agribusiness company that prioritises not only profitability but also long-term sustainability.

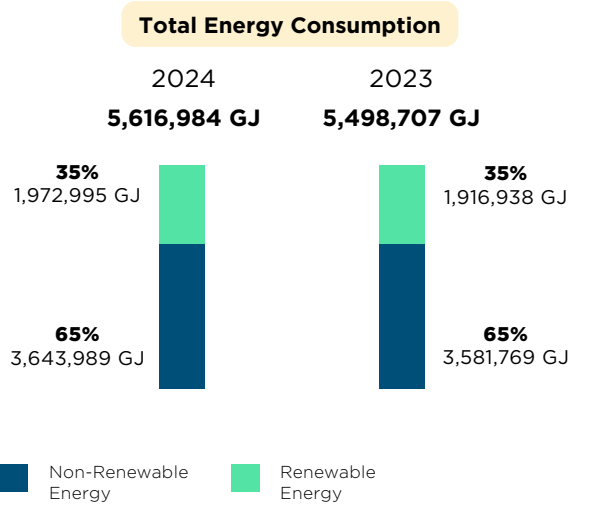


Automatic sampler for raw material in Medan Feedmill, Indonesia

Energy Consumption within the Organisation

GRI 302-1

Non-Renewable Energy			Renewable Energy		
Category	2024	2023	Category	2024	2023
Electricity ¹	42% 2,354,743 GJ	40% 2,208,334 GJ	Palm Kernel Shell ⁷	21% 1,172,361 GJ	21% 1,180,653 GJ
Liquified Natural Gas (LNG) ²	8% 443,629 GJ	8% 427,223 GJ	Palm Fiber ⁸	0% 0 GJ	0% 0 GJ
Compressed Natural Gas (CNG) ²	4% 226,417 GJ	4% 245,733 GJ	Candlenut Shell ⁹	2% 207,659 GJ	2% 109,276 GJ
Liquified Petroleum Gas (LPG) ³	2% 135,135 GJ	3% 141,849 GJ	Firewood ¹⁰	7% 365,456 GJ	7% 386,171 GJ
Coal ⁴	1% 40,640 GJ	2% 137,225 GJ	Rice Husk ¹¹	2% 80,733 GJ	2% 106,825 GJ
Diesel Oil ⁵	8% 426,475 GJ	7% 405,550 GJ	Steam ¹²	2% 146,589 GJ	2% 133,806 GJ
Gasoline Fuel ⁶	0% 16,951 GJ	0% 15,855 GJ	Solar Panel ¹	0% 197 GJ	0% 208 GJ
Total	65% 3,643,989 GJ	65% 3,581,769 GJ	Total	35% 1,972,995 GJ	35% 1,916,938 GJ



The increase in non-renewable energy usage was due to instability in Myanmar, which led to a disruption in power supply. As a result, operations had to switch to diesel generators to ensure business continuity, leading to higher diesel consumption and a corresponding rise in energy use from non-renewable sources.

The % shows each energy source's percentage of total energy consumption for the year.

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 liter of diesel oil = 34.89 MJ/L
- [6] Converted to MJ units based on IEA standard methodology, 1 liter 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 palm fiber = 11,340 MJ/tonne
- [9] Converted to MJ units based on IEA standard methodology, calorific value of candlenut shell = 25,460 MJ/tonne
- [10] Converted to MJ units based on IEA standard methodology, calorific value of firewood = 19,610 MJ/tonne
- [11] Convert to MJ standard methodology based on IRRI, calorific value of rice husk= 15.06 MJ/kg
- [12] 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

Our Actions

Innovative System and Data Integration across the Operation

In an era where digitalisation drives efficiency, accuracy, and environmental sustainability, Japfa is implementing comprehensive digital systems across its global operations to optimise processes and improve data management. This digital transformation reduces manual processes and resource consumption while strengthening traceability, operational control, and customer engagement. These initiatives contribute to a more efficient and sustainable production system, streamlining operations and improving overall performance across the Group.



Digital integration in Japfa's swine operations in Vietnam

Japfa Sustainability Reporting System (JSRS)

Japfa strengthened its infrastructure with advanced digital systems that enhance transparency, data management, and operational efficiency. A key component of this transformation is the JSRS a dedicated internal platform that consolidates a wide range of sustainability data across the organisation. Capturing critical metrics such as electricity usage, waste management, water consumption, occupational health and safety (OHS), and employee statistics, JSRS ensures secure data handling while providing a clear overview of sustainability performance.

Designed to align with the latest Global Reporting Initiative (GRI) standards, JSRS helps Japfa report transparently on environmental, OHS, and employment data, supporting informed decision-making and reinforcing our commitment to accountability.

Japfa Sustainability Analytics (Sustainalitics)

Complementing JSRS is Japfa Sustainalitics, an in-house platform that further refines our data-driven approach to sustainability. By analysing the data collected through JSRS, Sustainalitics enables real-time monitoring, deeper insights into operational efficiency, and enhanced decision-making. Now implemented across all countries where Japfa operates, it provides management teams with a comprehensive overview of key performance areas, driving our relentless focus on continuous progress and impactful sustainability practices.

In 2024, we enhanced JSRS with advanced features such as:

- 1

Location-based reporting – Integrates the geographic coordinates of each operational unit to monitor water scarcity in specific areas.
- 2

Waste management capability – Tracks whether waste is recycled or sent to landfills, and whether it is managed internally or by third parties.

Our aim is to ensure the system not only meets global standards but also drives continuous improvement in sustainability across the group.

Enterprise Resource Planning (ERP) System

Japfa's Enterprise Resource Planning (ERP) System plays a pivotal role in optimising operations, improving traceability across our global operations. By implementing ERP systems in key regions, we enhance data flow, operational efficiency, and decision-making across poultry, aquaculture, and farm management.

In Indonesia, ERP systems are extensively deployed in both poultry and aquaculture units, allowing for precise monitoring and streamlined processes. In Vietnam, the integration of the MTech system with ERP has digitised farm management, improving data reporting and operational oversight. In India, the transition to a cloud-based ERP system has simplified purchasing activities, enhanced data accessibility, and further increased efficiency across operations.

Key features of the ERP system include the recording and tracking of vital data such as depletion, mortality, medication, vaccine usage, and poultry care. The system securely stores this data, automating key calculations and improving the tracking of Cost of Goods Sold (COGS). With these capabilities, the ERP system empowers data-driven decision-making, strengthens transparency, and drives continuous improvements in operational efficiency across all regions.

Import Material Monitoring System (IMMS)

Since 2023, Japfa has leveraged the Import Material Monitoring System (IMMS) to enhance transparency, streamline operations, and optimise feed raw material shipments across all ports. IMMS provides real-time data that improves coordination with transport partners, optimises schedules, reduces waiting times, and enhances productivity, ultimately lowering operational costs.

The system has also fostered better synergy between production and warehouse management, allowing for more integrated monitoring and improved cost efficiency. To ensure the smooth implementation of IMMS, a dedicated team oversees its deployment, conducts regular evaluations, and works closely with field teams to proactively address potential challenges. Through this initiative, Japfa continues to drive operational excellence while enhancing supply chain efficiency.

RFID Truck in Truck Out

Japfa continues to innovate with the implementation of the Radio Frequency Identification (RFID) Truck In-Out system at the Sragen feed mill. This system enables the digital identification of trucks and drivers, offering real-time monitoring and visual/audio guidance to streamline vehicle entry and exit processes.

The RFID system improves operational efficiency, accuracy, and discipline, while digitising administrative tasks to save time, reduce errors, and minimise direct contact. Building on its success, Japfa plans to expand this technology to additional units in the coming year, further enhancing logistics operations and reinforcing our commitment to efficiency and safety.

J-Tech Implementation and Dashboard Monitoring

Japfa also launched Japfa Technology (J-Tech), a system designed to centralise all production data in a single control hub at the Sidoarjo feed mill, our largest unit. Through this system, production processes across various units can be monitored in real-time, enabling early detection of potential issues and faster response times. The programme also includes automated notification, ensuring that teams can promptly address any disruptions in the production process, keeping operations smooth and efficient.

Warehouse Management System (WMS) and Transport Management System (TMS)

Japfa has implemented the Warehouse Management System (WMS) and Transport Management System (TMS) in several operations in Indonesia. These systems enable real-time tracking of distribution and production processes, significantly improving operational efficiency and optimising inventory management across locations.

The adoption of WMS and TMS also reduces the risk of shipping errors, speeds up response times, and lowers distribution costs. Looking ahead, Japfa plans to expand these systems to other units and integrate them with SAP to enhance data synergy across the company's operational network.



Breeding Fleet Management System (FMS) to track our chick vans

Digitalisation in Poultry Operations

Breeding Fleet Management System (FMS)

Through the Fleet Monitoring System (FMS), Japfa can directly monitor and evaluate vehicles transporting Day-Old Chicks (DOCs) and eggs. The system provides real-time visibility through sensors and sends notifications if any issues are detected, helping to reduce risks during transport, such as unsafe driving practices. This project began with a review of existing policies and practices, followed by the integration of real-time monitoring using Internet of Things (IoT) technology. This approach allows Japfa to analyse trends, evaluate performance, and effectively trace incidents. The programme is continuously improved and integrated with other systems to enhance better identification of potential issues, and improving delivery efficiency with more accurate and timely schedules.

X-LOCATE

Japfa is committed to maintain customer trust and ensure the quality of DOCs and post-larvae during transportation, Japfa uses the X-LOCATE transport management system. This system provides real-time monitoring of truck conditions, including location, temperature, fan functionality (for chick vans), and vehicle speed. X-LOCATE helps minimise the risk of product damage, ensuring that products arrive in optimal condition.

Japfa Vehicle Optimisation System (J-VOS)

To reduce the carbon footprint of transportation activities, Japfa employs the J-VOS, which is integrated with GPS to ensure efficient distribution routes. This system allows real-time monitoring of travel routes, durations, and fuel usage, particularly for DOC deliveries, supporting more efficient transportation and reduced emissions.

Predictive Growth Tools

Understanding chicken growth is key to meeting production targets efficiently and on time. Japfa has developed Predictive Growth Tools to estimate chicken weight based on current growth data. This tool helps determine the optimal harvest time to reach target weights, such as 1.6 kg for the Indonesian market, and adjust feeding schedules and livestock management accordingly. Developed by Japfa's IT team, Predictive Growth Tools enhance operational efficiency and support strategic, data-driven decision-making in farm management.

Digitalisation in Aquaculture

Sales Marketing for Shrimp Hatchery Application (SM4SH)

SM4SH is a sales-tracking tool that captures the entire journey of shrimp-related products from order placement to billing and payment. The insights gained allow Japfa to make data-driven decisions, enhance customer targeting, and refine sales strategies. This supports efficient operations by streamlining sales processes and ensuring more effective resource allocation, which is vital for sustainability and continuous operational.

Quality Control Shrimp Hatchery Accurate Rapid Programme (QC SHARP)

QC SHARP is an advanced system designed to maintain high-quality standards in shrimp hatcheries by monitoring key parameters such as temperature, water quality, nutrition, health, along with scoring and grading processes for nauplii and post-larvae. By enabling swift detection of potential issues, the system enhances productivity, operational efficiency, and overall quality, supporting a more sustainable and efficient production system.

Shrimp Technical Team (STT) and Fish Technical Team (FTT) Mobile

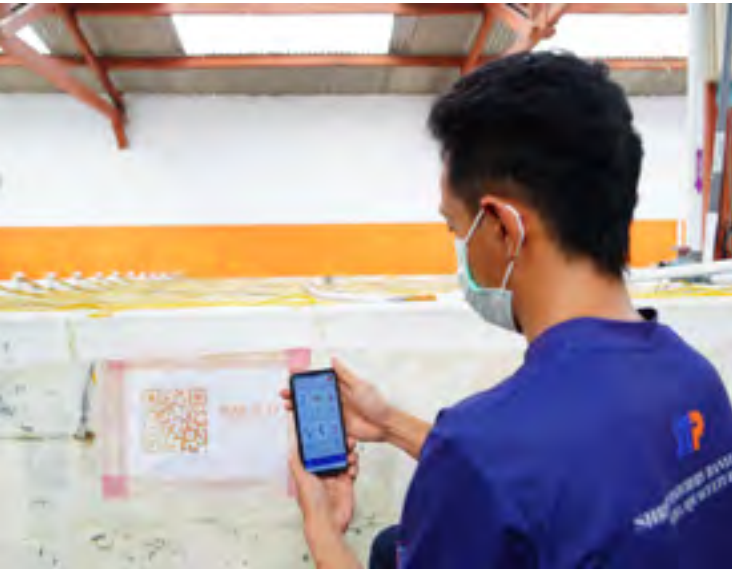
STT and FTT Mobile are Android-based applications developed by Japfa to support technicians in shrimp and fish farming. These applications simplify routine record-keeping and the monitoring of key parameters, including water quality, growth rates, feed consumption, and hatchery performance.

By utilising these tools, technicians can regularly track parameter developments, enabling them to take timely actions to optimise productivity in aquaculture operations.

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Japfa is collaborating with Norwegian experts to integrate a software for aquaculture data management. Fishstock is an advanced digital tool designed to enhance stock management, optimise farming processes, and improve monitoring in aquaculture operations. This software streamlines operations, boosts efficiency, and aligns with Japfa's commitment to sustainable practices, supporting both environmental and operational sustainability in aquaculture.

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Japfa Aquaculture employee conducting quality control with QCSharp application

Business Intersection (BI) Customer Dashboard

The BI Customer Dashboard is a powerful tool that enables the sales team to identify and analyse customers across multiple divisions. By providing a comprehensive view of customer interactions, the dashboard facilitates the development of targeted strategies to engage potential customer segments, fosters inter-division collaboration, and uncovers new market expansion opportunities. This integrated approach not only strengthens synergies across divisions but also supports a more efficient and streamlined production system by aligning customer insights with operational goals.

Our Actions

Water Preservation

Water is both a vital production component and a shared resource essential for life, making its preservation a cornerstone of sustainable resource management. Through Life Cycle Assessment (LCA) studies and water scarcity footprint analyses, Japfa has identified water conservation as a critical focus area. By integrating water stewardship into its efficient production system, Japfa ensures the sustainable use of this vital resource and also reinforces its role in preserving resource security for future generations. (GRI 303-1)

Japfa is committed to using water efficiently, both to mitigate operational risks and to advance sustainability goals. We strive to maximise the use of alternative water sources and reduce freshwater consumption. A key milestone in this commitment was the fulfillment of its Sustainability-Linked Bond (SLB) targets through the successful completion of the ninth and final water recycling facilities in 2024, a project initiated in 2021 to enhance resource stewardship and support sustainable growth.



Aerial view of Japfa Wastewater Recycling Facilities in Cikupa, Indonesia

Moving forward, Japfa remains committed to overcoming these challenges by exploring innovative solutions, improving processes, and collaborating with stakeholders to increase the use of alternative water sources, such as recycled/reused water and rainwater. These efforts reflect Japfa's ongoing dedication to sustainable water management and resource stewardship.

In 2024, there were no material non-compliance with water quality standards during the reporting year.

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Completed Nine Water Recycling Facilities Under the SLB Targets

Japfa currently operates nine water recycling facilities located in Cikupa, Subang, Lampung, Wonoayu, Pemalang, Magelang, Medan, Boyolali, and Parung.

In 2024, more than 210 megalitres of wastewater was successfully recycled.

”

The recycled water from these facilities is reused in various operational activities, such as machine utility needs (condenser cooling), irrigation, and toilet sanitation.

However, the construction of these facilities is not the end of the journey but marks the beginning of Japfa's continuous efforts to enhance water circularity. While the facilities have enabled the reuse of recycled water in operational activities, Japfa recognises that there are operational challenges in further increasing water reuse volumes. These include ensuring operational efficiency and navigating regulatory requirements.

We have also adopted sustainable water management practices through various initiatives, including:

- Water treatment facilities
- Rainwater harvesting
- Water recycling facilities

Total Recycled Water from Water Recycling Facilities*

2024	2023
236 megalitre	210 megalitre

*) This data includes the total volume of water recycled from recycling facilities, both from the SLB project and other units.

Urban Shrimp Farming

Japfa is pioneering an Urban Shrimp Farming initiative tailored to meet the demands of high-end restaurants in metropolitan areas, particularly Jakarta. Utilising advanced Recirculating Aquaculture System (RAS) technology, this innovative approach enables water reuse, significantly reducing wastewater and promoting sustainability. Japfa continues to refine and optimise this cutting-edge production system, setting new standards for urban aquaculture.

Aquaponics: A Circular Approach to Resource Efficiency

Japfa continues to advance its aquaponics system, an initiative designed to repurpose wastewater from aquaculture operations for plant growth, eliminating the need for traditional waste disposal into water bodies. In addition to serving as a planting medium, the system also supports catfish farming, enabled by RAS, which allows water to be reused in both the aquaponics and fish farming processes. This integration of aquaculture and hydroponics effectively reduces water usage while maintaining the quality and quantity of production, promoting a sustainable and resource-efficient cycle.



Japfa's aquaponics system for sustainable farming

Algae Control for Water Management in Farms



To support sustainable water management in farms, Japfa is trialling an ultrasonic algae control system designed to maintain high water quality in rainwater reservoirs. By using ultrasonic waves to prevent algae growth, this system reduces reliance on chemical treatments, ensuring cleaner water for drinking and cooling systems. The prevention of algae build-up not only improves water quality but also protects vital cooling pads, boosting operational efficiency and extending equipment lifespan. This innovative approach contributes to a more efficient and sustainable production system by optimising water use and enhancing overall farm operations.

Water Conservation Campaign

Japfa has long championed water conservation as a core element of its sustainability efforts, running a campaign to raise employee awareness and encourage water-saving practices across its operations. By fostering a culture of responsible water management, the campaign reinforces Japfa's commitment to reducing water consumption. For instance, in India, we actively promote water conservation and raising awareness among employees. Information on sustainable water practices is shared through emails, flyers, and posters, encouraging responsible water use across all operations. These initiatives reflect Japfa's commitment to efficient resource management and sustainable water practices.

Water Withdrawal
GRI 303-3

Our water withdrawal and usage are managed in strict compliance with applicable regulations, ensuring adherence to government-mandated effluent quality standards and other relevant benchmarks. This commitment reflects our dedication to sustainable water management practices and responsible environmental stewardship. (GRI 303-2, 303-3, 303-5)

unit = megalitre

Source	2024	2023
Ground water - Fresh water	10,106	10,141
Rainwater - Fresh water	111	45
Third-party water (municipal industrial) - Fresh water	1,550	1,412
Total fresh water	11,767	11,598
Surface Water (River, Lake) - Other water	2,286	2,230
Sea water - Other water	9,849	7,704
Total other water	12,135	9,934
Total water withdrawal	23,914	21,543

Water Consumption
GRI 303-5

2024	2023
20,923	18,657
megalitre	megalitre

Water Discharge
GRI 303-4

Category	2024	2023	Destinations
Total Poultry	2,240	2,167	Sewage and surface water bodies
- Fresh water	2,206	2,115	
- Other water	34	51	
Total Aquaculture	496	441	Sea and surface water bodies
- Fresh water	496	433	
- Other water	0	8	
Total Swine	108	136	
- Fresh water	108	136	
- Other water	0	0	
Total Beef	136	132	
- Fresh water	136	132	
- Other water	0	0	
Total Discharged	2,979	2,875	Drainage, sea, and surface water bodies

About our data

- [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).
- [4] The higher water withdrawal and water consumption in 2024 is primarily due to an increase in seawater withdrawal attributed to Tbk Aquaculture’s enhanced recirculation in 2024, driven by the installation of new modules that require higher water exchange, continuous intake, and discharge.
- [5] There is an increase in the amount of rainwater collected, reaching 111 megalitres in 2024, a 146.7% rise from the 45 megalitres harvested in 2023, reflected in the expansion of rainwater harvesting facilities from 5 to 9 locations.

About our data

- [1] The data includes production (excluding India, Bangladesh, other SBUs and Office).
- [2] Freshwater (total dissolved solid/TDS ≤ 1,000 mg/L).
- [3] Other water: treated non-consumable water (TDS > 1,000 mg/L).
- [4] The Company conducts TDS measurements in accordance with the regulations of the wastewater discharge permit.
- [5] Some of our units are not required to conduct TDS measurements based on the permit they hold.

Water Recycling and Treatment

In Indonesia, our production units are equipped with wastewater treatment plants that process water before it is discharged into water bodies. Several units have also implemented advanced technologies such as reverse osmosis, ultrafiltration, and membrane bioreactor to ensure that discharged water meets environmental quality standards.

To uphold wastewater treatment quality, we assign certified personnel to each facility, responsible for monitoring water output and ensuring compliance with applicable environmental standards. Additionally, we continuously enhance our wastewater treatment systems through technological innovations. For instance, the installation of root blowers in several poultry units has improved wastewater quality, while dewatering and sedimentation equipment helps reduce liquid waste by extracting excess water from solid materials.

In India, water treatment efforts include the installation of Sewage Treatment Plants (STPs) at the Jagdishpur and Supa feed mills, where treated water is repurposed for gardening at the Karaphur site. A new slaughterhouse has been equipped with a water treatment plant (for soft water and RO water), a sewage treatment plant (STP), an effluent treatment plant (ETP), and a high-rate transmission system (HRTS). The HRTS, a natural forest system, absorbs a high volume of water, significantly reducing the need to discharge treated ETP water into nearby natural water streams. In Vietnam, improvements to wastewater management systems have strengthened regulatory compliance and reduced waste through advanced processing.

These water recycling and treatment initiatives not only optimise water usage but also support Japfa’s commitment to operational efficiency, environmental sustainability, and responsible resource management as part of its broader sustainability strategy.



Sampling recycled drinkable water at Japfa Water Recycling Facility, Cikupa, Indonesia

Rainwater Harvesting

Our commitment to water conservation is reinforced through rainwater harvesting initiatives. In Indonesia, we are rolling out rainwater harvesting systems in several units to reduce reliance on groundwater, which is crucial especially in water-scarce areas. In India, all poultry and feed plants have adopted rainwater harvesting systems, promoting sustainable water use and contributing to the replenishment of local water resources. These efforts reflect Japfa’s dedication to responsible water management and its broader sustainability goals.



Japfa’s rainwater harvesting site in Cikande, Indonesia.

Water Monitoring and Reporting

Japfa is enhancing its water monitoring capabilities in Indonesia through the development of an innovative feature, leveraging on our JSRS system. This new tool will enable real-time tracking and reporting of water withdrawals, particularly in water-stressed regions, using geolocation technology. By improving data collection accuracy, this initiative will empower Japfa to make informed, strategic decisions on water resource management in critical areas. This proactive approach reflects Japfa’s commitment to responsible water stewardship and its dedication to sustainability across all operations.

These efforts align with Japfa’s Sustainability-Linked Bond (SLB) framework, reinforcing its commitment to resource stewardship and sustainable growth.

Emissions and Waste Minimisation

Why It Matters

As a responsible player in the agri-food sector, Japfa is committed to reducing emissions and waste through a range of initiatives that support food security and help mitigate the risks of climate change, including implementing a zero waste approach and utilising silo storage for efficient resource management. Our efforts to minimise emissions are closely aligned with our mission to provide safe, affordable protein to Emerging Asia, ensuring that we meet current demands while working towards a sustainable future. By improving efficiency and reducing our carbon footprint, Japfa aims to contribute to both environmental sustainability and long-term food security.

Highlights of 2024

- 1
- Enhanced emission reporting in 2024 improves data accuracy through updated calculation methodologies, refined datasets, and data cleansing via Japfa Sustainalytics.
- 2
- A zero-waste approach across poultry and tilapia production repurposes organic waste into biogas, by-products into value-added materials, and fish remnants into collagen and food products.
- 3
- In 2024, our hazardous waste decreased by 44.3% compared to 2023, primarily due to the reduction in fly ash bottom ash waste generation as a result of decreased coal usage.

Our Actions

Emission Management: Advancing Sustainable Practices

Climate change is a global issue with significant implications for both Japfa and the broader food security landscape. As a key part of the agri-food sector, we recognise our responsibility to address these challenges in a proactive and effective way. Japfa has implemented a variety of initiatives to reduce emissions, including optimising energy use, enhancing data collection through JSRS, and refining emissions measurement practices - covered in the relevant chapters on energy efficiency and data optimisation. In addition to energy-related emission reductions, we are also exploring other targeted efforts to reduce our environmental footprint, supporting Japfa’s broader commitment to sustainable operations.

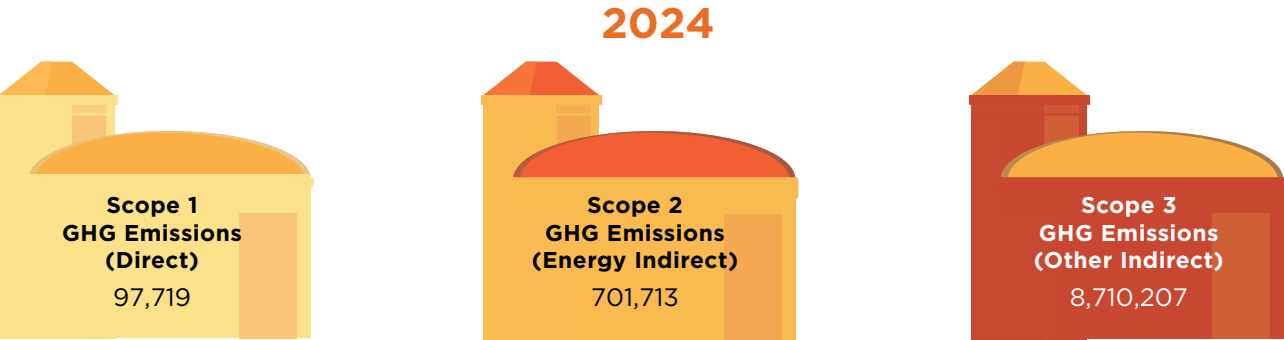


PT Japfa Tbk feedmill control room at Cikande, Indonesia: Japfa implemented a variety of initiatives to reduce emissions, including optimising energy use

Greenhouse Gas (GHG) Emissions

GRI 305-1, 305-2, 305-3, TCFD-Metrics-b

unit = tonne CO₂ e



About our data

- [1]
- Emissions calculation uses SimaPro LCA software and the emissions factors based on IPCC 100a method.
- [2]
- Scope 1: is based on the energy consumption (excluding electricity) within the operational units in Indonesia, Vietnam, Myanmar, India, and Bangladesh. The scope has been expanded not only to poultry, aquaculture operations and offices/ non-production units, but also Cattle Fattening and Swine Operations, with the added impact of waste management across all units.
- [3]
- Scope 2: is based on the electricity consumption (sourced from electricity providers) within the operational units in Indonesia, Vietnam, Myanmar, India, and Bangladesh. The scope has been expanded not only to poultry, aquaculture operations and offices/non-production units, but also Cattle Fattening and Swine Operations.
- [4]
- Scope 3: Estimated based on poultry operation. The estimation based on 2024 production, along with the extrapolation of data from the 2022 LCA which focused on broiler chicken production line, as the Scope 3 Carbon Calculator is still under development. This year, the scope has been expanded to include emissions from farmer partners, estimated based on company-owned farms. Additionally, the scope has been further extended to account for waste management in across all units.
- [5]
- The emission calculation covered the operation of Commercial Farm within PT Cimas Adisatwa.
- [6]
- Emissions intensity is in progress to be determined since the Company has a variety of products from feed to processed products. (GRI 305-4)
- [7]
- To ensure better accuracy in emissions reporting, we have updated our calculation methodology as part of ongoing effort to improve data quality and traceability. We have updated the generic datasets used in 2024, replacing the previous versions with new ones that are better aligned with Japfa’s operations and latest developments. This update has resulted in the changes of GHG emissions factor for 2024 calculation, reflecting improved data coverage and enhanced calculation precision.
- [8]
- We continue to improve on the data quality by conducting data cleansing of our JSRS database using Japfa Sustainalytics.

Japfa continues to strengthen our commitment to sustainability by implementing various initiatives aimed at reducing emissions and environmental impact. In general, emission management at Japfa is carried out by transitioning to clean and renewable energy, installing emission control equipment, utilisation of digitalisation, compiling environmental data, and regularly measuring environmental quality.

Our Actions

Waste Reduction and Optimisation

Japfa identifies waste management as a critical area of environmental focus, recognising it as a significant source of emissions within its operations. To mitigate environmental impacts, Japfa employs a multi-faceted strategy that enhances resource efficiency and promotes circular practices, aligning with its commitment to sustainable and efficient production system. We collaborate with various stakeholders, including government entities, universities, and vendors, to manage waste responsibly. This includes efforts to repurpose waste into useful products and minimise the amount of waste sent to landfills. (GRI 306-1, 306-2)



PT Japfa Tbk's hazardous waste storage facility

Reducing and Optimising Plastic Use

Plastic packaging plays an essential role in the feed industry, safeguarding product quality, facilitating transport, and ensuring ease of use. However, the substantial volume of plastic required poses notable environmental challenges. To address these, Japfa has implemented impactful initiatives aimed at reducing plastic consumption and fostering sustainability across its operations:

Reduce Plastic Campaign in Vietnam	<p>This initiative has significantly decreased the plastic density in packaging for feed and food sectors. Packaging now carries the message, “Together with Japfa, we reduce plastic, we recycle the bag” encouraging customers to actively contribute to reducing plastic waste. This campaign aligns with Japfa’s broader strategy of promoting environmental awareness and responsible consumption.</p> <p>Japfa purchases raw material in bulk and these are transported by trucks directly to our storage, eliminating the use of plastic packaging.</p> <p>The animal feed for our own swine farms are also transported in bulk directly to the silos in the farms, cutting down the use of individual feed bags.</p>
Material Reduction	<p>PT Japfa Tbk optimised its animal feed packaging by reducing the length and thickness of plastic material, resulting in raw material savings. This adjustment was carried out through rigorous testing based on SNI standards to ensure the packaging strength remains intact.</p>
Design Optimisation	<p>By refining packaging designs, Japfa reduces material consumption while maintaining product integrity and functionality. These improvements enhance resource efficiency and directly support the Company’s sustainability objectives.</p>
In-House Recycling	<p>Japfa employs a multi-stage recycling process to repurpose plastic threads, woven sheets, and unprinted rejects for internal use. This initiative, which has achieved a 2.5% recovery rate within our Woven Plastic Bags unit, underscores the Company’s dedication to circular resource management.</p>

Through these efforts, Japfa is not only reducing its environmental footprint but also integrating sustainable practices into its production processes, ensuring a responsible and efficient approach to waste management.

Innovating Sustainable Shipping and Storage Solutions

Japfa enhances sustainability through innovative shipping practices, reducing environmental impact while maintaining operational excellence. In vaccine logistics, we have transitioned from single-use, plastic-packaged gel packs to paper-packaged, ready-to-use (RTU) alternatives. These gel packs are compact, durable, and capable of maintaining critical temperatures over extended shipping durations. This shift not only ensures product safety but also aligns with Japfa’s commitment to reducing plastic waste and embedding ESG principles into our operations.

Advancing Sustainable Waste Management through Extended Producer Responsibility (EPR)

Committed to reducing environmental impact and meeting evolving regulatory standards, Japfa has embraced the Extended Producer Responsibility (EPR) framework for sustainable waste management. In India, the Company has registered with the Central Pollution Control Board (CPCB) to proactively manage plastic waste, using innovative packaging solutions such as Self-Destructing Plastic (SDP) and Biaxially Oriented Polypropylene (BOPP) plastic bags. SDP breaks down faster than conventional plastics, while BOPP offers increased durability and recyclability, promoting sustainable waste practices within the EPR framework.

Additionally, Japfa India participates in EPR credit mechanisms, similar to carbon credits, to encourage recycling or provide compensation for plastic produced, contributing to a circular economy.

In Vietnam, stricter packaging compliance measures are being introduced under the EPR framework, reinforcing responsible disposal and recycling practices. These efforts reflect Japfa's ongoing commitment to sustainable operations and environmentally conscious practices across the region.

Silo Storage for Sustainable Feed Operations

Japfa is transitioning to silo storage for raw materials in large-capacity feed mills, significantly reducing reliance on plastic packaging. This shift enhances storage efficiency, minimises waste, and aligns with Japfa’s commitment to sustainable resource management and environmentally responsible practices.

Promoting Feed Bag Reuse for Sustainable Agriculture

Japfa encourages the reuse of empty feed bags by commercial poultry farmers, transforming them into containers for poultry manure. This manure is then provided to third parties for further utilisation, reducing waste and advancing sustainable agricultural practices.

To support this initiative, Japfa’s Field Extension Officers (PPL) offer farmers clear guidance on the proper handling and delivery of poultry manure. This streamlined approach ensures efficient distribution and maximises the value of poultry manure as a resource, fostering a more sustainable agricultural ecosystem.

Transforming Byproducts into Value through Recycling Innovations

Innovative recycling initiatives are central to maximising resource efficiency and reducing waste. In Bangladesh, maize dust, a byproduct of production, is repurposed into cost-effective fish feed, benefiting local aquaculture while supporting resource conservation. In India, we have a rendering plant processes slaughterhouse waste into valuable byproducts for poultry feed and pet food. This sustainable approach not only minimises waste but also demonstrates Japfa’s commitment to resource repurposing, contributing to a circular economy and promoting responsible consumption. These efforts align with global sustainability goals and highlight Japfa’s proactive approach to environmental stewardship.



PT Japfa Tbk Silo storage

Zero Waste Approach

Utilisation of Poultry Organic Waste through Biodigesters

Japfa's commitment to a zero-waste approach is exemplified through the use of biodigesters to convert poultry organic waste into biogas, which is harnessed to meet environmentally friendly energy needs. A biodigester operating at our poultry farm in Solo, Central Java has the capacity to process 3 to 4.5 tonnes of poultry manure per day. A larger-capacity biodigester installed at the Cigandul commercial poultry farm in Serang is capable of processing 5 tonnes of poultry manure daily. The biogas produced is used for heating requirements, reducing reliance on conventional energy sources.

The Cigandul biodigester also incorporates a closed water circulation system, an innovative solution that enhances water conservation. Unlike traditional systems that require a continuous supply of fresh water, this system reuses processed water, maintaining stable water levels without additional external water sources. This approach not only reduces waste but also minimises resource consumption, reinforcing Japfa's commitment to sustainable, circular practices.

Maximising Poultry By-Product Value

At poultry processing and slaughtering units, Japfa embraces a zero-waste philosophy by maximising the use of every part of the chicken. We collaborate with third parties to convert feathers and blood into value-added products. This approach ensures that by-products contribute to sustainable production practices, aligning with our commitment to resource efficiency and waste minimisation, while also generating additional value across the supply chain.



Aerial view of biodigester site in Solo, Indonesia



Japfa's Fish Processing in Banyuwangi, Indonesia

Maximising Resource Efficiency in Tilapia Production

In the tilapia processing unit, fish heads are sold in the domestic market, while fish skin is exported for use in collagen and gelatin production across various industries. Additionally, fish bones are supplied to third parties for processing into fish meal and fish oil.

Japfa's commitment to Environmental, Social, and Governance (ESG) principles is deeply embedded in our Efficient Production System pillar. We prioritise resource efficiency, waste minimisation, and sustainability across all stages of our operations, from feed production to the end consumer. By implementing innovative practices like water recycling, energy optimisation, and waste-to-value initiatives, we strive to minimise our environmental footprint and create long-term value for all stakeholders. Our approach not only contributes to responsible and efficient production but also reinforces our dedication to providing sustainable, high-quality food solutions that support food security and enhance the well-being of communities in Japfa's Emerging Asia.

Non-Hazardous Waste Utilisation and Hazardous Waste Management

Waste by Type and Disposal Method

GRI 306-3, 306-4, 306-5

unit = tonne		
Non-Hazardous Waste Management	2024	2023
Diverted from Disposal		
Reused	7,363	4,922
Recycled	0	7
Composting	250	62
Distributed to third-party	120,628	118,515
Donated/given	79,848	73,349
Sold	40,780	45,166
Total Diverted from Disposal	128,241	123,505
Directed to Disposal		
Incinerated	413	430
Landfill	7,193	6,393
Total Directed to Disposal	7,606	6,823
Total Non-Hazardous Waste Generated		
Total	135,847	130,328

unit = tonne		
Hazardous Waste Management	2024	2023
Distributed to licensed third-party	1,113	1,998

unit = tonne		
Total Waste Generated	2024	2023
Non-Hazardous Waste	135,847	130,328
Hazardous Waste	1,113	1,998
Total Waste Generated	136,960	132,326

About our data

[1] The data is consolidated from units: Tbk Poultry, Tbk Aquaculture, Tbk Beef, Vietnam Poultry and Swine, Myanmar Poultry, India Poultry, and Bangladesh Poultry.

06

People Development

Our Approach



Employees

page 111



Our Farmers

Page 137



Communities

Page 139

Elevating Excellence: Investing in Our People for a Sustainable Future	110
Nurturing Farmers, Communities, and the Planet	110
Fostering a Strong Workplace Health and Safety Culture	111
Commitment to Diversity, Ethics, and Fair Workplace Practices	119
Nurturing Growth Through Employee Development and Engagement	125
Technical Support for Our Poultry Farmers	137
Technical Support for Our Aquaculture Farmers	138
Building the Future of Food Security through Education	139
Synergised Aquaculture Innovative Learning (SAIL)	140
Nurturing Nature and Fostering Prosperity	142
Japfa Chess: Cultivating Minds, Inspiring Futures	147
Other Social Outreach	149

At Japfa, we believe that sustainable agriculture begins with supporting and empowering our most valuable asset – our people. This includes our dedicated employees, committed farmer partners, and the local communities we serve. Their skills, passion, and innovation are the driving force behind our ability to make food affordable, accessible and sustainable.

To this end, Japfa is dedicated to People Development, one of the Japfa Sustainability Pillars that equips our people with knowledge, tools, and training needed to thrive in a dynamic and resource-constrained world. From advanced technical training for our employees to capacity-building initiatives for local farmers, we foster a culture of continuous learning and innovation. By integrating technology, optimising resources, and nurturing collaboration, we enable our people to become catalysts for sustainable growth.

Through this commitment, we address critical challenges such as food security, resource efficiency, and climate resilience while creating opportunities for personal and economic empowerment. By aligning everyone with our vision of **Growing Towards Mutual Prosperity**, we ensure that the journey towards sustainability is inclusive, impactful, and enduring.

People Development stands as a cornerstone of Japfa's ESG strategy, directly contributing to measurable environmental, social, and governance outcomes.



Senior employees participating in PT Japfa Tbk pre-pension event

Elevating Excellence: Investing in Our People for a Sustainable Future

At Japfa, our employees are at the heart of everything we do. We prioritise their health, safety, and overall well-being, recognising they are the foundation of our success. Our commitment to their growth is reflected in the comprehensive training programmes, the integration of digital technologies, and the cultivation of an inclusive, equitable work environment.

This holistic approach not only builds a skilled and resilient workforce but also inspires innovation and excellence across our organisation. By empowering our employees, we ensure that they are equipped to drive Japfa's mission forward, creating lasting value for stakeholders and paving the way for a sustainable future.



Japfa Runners promoting Olagud in the Sydney Marathon

Nurturing Farmers, Communities, and the Planet

Our farmers are essential partners in delivering high-quality animal proteins to local communities. Through knowledge sharing, resource allocation, and capacity building initiatives, we empower farmers to enhance productivity, elevate their livelihoods, and adopt sustainable practices.

These partnerships strengthen local communities by fostering economic resilience while ensuring that consumers have access to nutritious, affordable proteins. At the same time, our efforts support the preservation of ecosystems by promoting environmentally responsible farming methods.

Together, we create a thriving, interconnected ecosystem where people and the planet grow together sustainably - a mission aligned with our vision of **Growing Towards Mutual Prosperity**.



PT Japfa Tbk farmer partner posing with chickens

Employees

Why It Matters

At Japfa, we recognise that our employees are the foundation of our success. Supporting and developing them is not just a strategic priority but a core value that drives our mission forward. By investing in their growth and engagement, through initiatives like Journex training and the Japfa Total Leadership Competencies programme, we cultivate a highly skilled and motivated workforce, fostering innovation and productivity across the group. Through this commitment, we empower our people to thrive, aligning their individual aspirations with our collective vision of **Growing Towards Mutual Prosperity**.

Highlights of 2024

- 1
- The launch of Journex in 2024 streamlined employee learning and development through a centralised platform, offering comprehensive training, skill-building opportunities, and progress tracking, fostering a culture of continuous growth and engagement across Japfa.
- 2
- Programmes conducted in the Japfa Training and Learning Centre (JTLC) were expanded to offer sustainability, digital skills, and leadership training while fostering cross-regional collaboration and employee well-being to develop a skilled and innovative workforce.
- 3
- Average training hours per employee increased from 10.2 hours in 2023 to 11.5 hours in 2024.

Our Actions

Fostering a Strong Workplace Health and Safety Culture

Japfa is committed to maintaining a safe and healthy workplace. Through comprehensive occupational health and safety management systems, we ensure compliance with national regulations and global standards. (GRI 403-8)

Our proactive approach includes identifying workplace hazards, implementing preventative measures, and fostering a safety-first mindset among all employees (GRI 2-23, 403-1). By prioritising health and safety, we create a secure, supportive, and inclusive environment where employees can flourish without compromising their well-being.



Color-coded uniforms at Japfa's poultry grandparent hatchery enhance biosecurity and facilitate role identification, fostering a culture of workplace health and safety

Occupational Health and Safety (OHS) System includes

- ✓

ISO 45001:2018: Health and Safety Management in Indonesia and India
- ✓

HIRADC in Indonesia: Risk assessment to minimise potential risks
- ✓

Annual Health Risk Assessments in several units in Indonesia
- ✓

OHSMS Certification: Complies with Indonesia's occupational health and safety regulations
- ✓

Infectious Disease Preparedness in Indonesia: Protects against emerging health threats
- ✓

ISO 14001 and ISO 9001 Integration: Successfully integrated environmental (ISO 14001) and quality (ISO 9001) management systems in multiple operational units, streamlining audits for increased efficiency.
- ✓

HAZOP in Vietnam: Identifies and mitigates operational hazards (GRI 403-2)
- ✓

Establishing task force to monitor fire hazards in Vietnam

OHS Training

We believe that safety is fundamental to fostering a resilient workforce and sustainable operations. Our OHS training programme is a cornerstone of our commitment to People Development and a critical element of our ESG strategy.

This comprehensive programme equips employees with the knowledge and skills needed to identify and manage workplace hazards effectively while staying aligned with the latest safety protocols. By continuously evaluating and refining our training content, we strive to remain relevant, impactful, and aligned with the evolving needs of our workforce.



PT Japfa Tbk OHSE health talk programme in Indonesia

Our programme’s modular structure promotes inclusivity, empowering every employee - regardless of role or location - to actively contribute to a safe and secure workplace. This proactive approach not only reduces risks but also cultivates a company-wide safety culture, where each individual takes responsibility for their own well-being and that of their colleagues.

Training in 2024 includes but are not limited to:
(GRI 403-5)

- First Aid and Heart Health Training

We partnered with a hospital to provide first aid training and electrocardiogram (ECG) screenings in Indonesia both in-person and online. This initiative aimed to improve employees’ first aid skills and facilitate the early detection of potential heart issues, providing them with emergency response capabilities and preventive health measures.
- Specialised Trainings

This year, we focused on providing specialised training for high-risk operations such as aquaculture and factory work, where employees may face potential health and safety challenges. This training covers proper equipment handling, workplace ergonomics, and chemical safety.
- Comprehensive Safety Driving Training

Our drivers received extensive safety driving training to minimise accidents and promote road safety, facilitated by both local authorities and trainers within the Group.
- OHSMS and HIRA Standardisation Training

Employees from our farms and hatcheries participated in training aimed at standardising occupational safety practices in accordance with Occupational Health and Safety Management System (OHSMS) and Hazard Identification and Risk Assessment (HIRA) standards in Indonesia.
- Others

- Firefighting and other licensed training
 - Japfa Group Health and Safety Forum
 - Emergency Responses
 - ISO 45001:2018 training
 - First Aid Training

- Workplace Safety Training
 - Certified training by external parties
 - Emergency Evacuation Training
 - 5S training across the Group

These initiatives collectively contribute to fostering a culture of safety and well-being throughout Japfa.



PT Japfa Tbk employees receiving medical check-ups

Japfa OHS Committee: Championing Collective Stewardship for Workplace Safety

Workplace safety is a shared responsibility and a core component of our ESG strategy. To uphold the highest standards of health and safety, we have established OHS Committees in every country where we operate, representing 11.4% of our total workforce. (GRI 403-4)

These committees comprise a diverse group of stakeholders, including representatives from HR, operations, safety officers, and employees, ensuring a holistic approach to safety oversight. By fostering collaboration across all levels of the organisation, the committees effectively address safety challenges with comprehensive insights from each relevant area.

Through regular meetings, the committees review safety performance, identify areas for improvement, and recommend proactive measures to mitigate risks. Their efforts contribute to a safer, more secure working environment where employees can thrive and foster a culture of accountability and continuous improvement. (GRI 403-3)

This collective stewardship underscores Japfa’s dedication to the well-being of its workforce, demonstrating our belief that empowering people to work safely is essential to achieving sustainable growth and shared prosperity.

OHS Committee

GRI 403-4

All Grade Employee Category	2023		2024	
	Number of Employees in OHS Committee	Percentage to Total Employees	Number of Employees in OHS Committee	Percentage to Total Employees
Indonesia	3,305	9%	4,182	11%
Vietnam	115	0.3%	5	0%
Myanmar	26	0.1%	115	0.3%
India	0	0%	0	0%
Singapore	0	0%	0	0%
Bangladesh	0	0%	0	0%

Employee Holistic Wellness: Prioritising Well-being Across All Dimensions

GRI 403-6

Japfa embraces a holistic approach to employee wellness, integrating preventive and proactive strategies to safeguard the health and safety of our workforce. By aligning these initiatives with our Company’s objectives, we create a supportive environment that empowers employees to thrive, both personally and professionally.

Our comprehensive wellness programmes address a variety of workplace challenges, including:

- Taking Care of Employees Mental Health

Mental health is integral to overall employee wellness. We prioritise mental well-being through a range of initiatives aimed at fostering resilience and emotional support across the organisation. These efforts include:

- In Indonesia, we launched a workshop on “Trauma Releasing Exercise (TRE) and Forces Mindfulness,” initially piloted for employees at the head office. This programme is designed to support mental wellbeing by providing personalised techniques for emotional release, while also promoting a healthier work-life balance and contributing to leadership development.
 - Online Yoga and Meditation Sessions: These virtual wellness offerings make it easier for employees to practice mindfulness and relaxation, supporting both mental and physical health.

Safe and Healthy Work Environment

Health Checkups: Regular physical health checkups and ergonomic assessments for office workers foster a healthy work environment, reducing workplace-related risks and promoting overall well-being.

On-Site Health Clinics: In Vietnam, we provide accessible healthcare through in-house health clinics at multiple feed mill locations, ensuring timely medical support for our employees.

Safety Equipment and Training: Our facilities are fully equipped with essential safety measures, including fire extinguishers, personal protective equipment (PPE), first aid kits, workplace safety signage, and fire alarms. Employees receive regular training on the proper use of safety equipment to maintain a safe work environment.

Supporting Employees in Challenging Environments: In politically-sensitive regions like Myanmar, we prioritise employee safety through dedicated transport for commute and regular well-being assessments. Nutritional needs are addressed through food provision, and flexible working conditions help employees balance personal and professional responsibilities.

Digital Health Platforms: Leveraging technology, we provide employees and their families in India with access to wellness advice and online consultations via the LOOP mobile application, enhancing healthcare accessibility and convenience.



PT Japfa Tbk Health Awareness Day medical check up

Health and Safety Awareness Programmes

Promoting safety and well-being is embedded in Japfa’s culture, and we take proactive steps to ensure that employees are fully aware of safety protocols. Our safety awareness programmes include:

Educational Campaigns: We conduct awareness-raising campaigns featuring informative posters, workshops, and on-site demonstrations to educate employees about the importance of adhering to health and safety standards.

Official Safety Memorandum: In 2024, PT Japfa Tbk issued an official memorandum reinforcing its focus on workplace safety, mandating strict adherence to standard operating procedures (SOP). This document emphasises that any violations of SOPs will be addressed according to company policies to protect the well-being of individuals and teams.

Promoting Active Lifestyle

Fostering an active lifestyle is essential for physical well-being, mental resilience, and team collaboration. By encouraging employees to stay active, we create a workforce that is not only healthier but also more engaged and productive.

Japfa Runners Programme: This initiative motivates employees to participate in national and international running competitions, reflecting our dedication to promoting physical health and well-being. This year, employees proudly represented Japfa in marathons held in Sydney, Indonesia, and Singapore, showcasing Japfa’s active lifestyle ethos on the global stage.

Sports Activities: PT Japfa Tbk has implemented structured sports programmes across our operations, fostering a sense of community and teamwork. Activities include padel, soccer, mini soccer, basketball, table tennis, and badminton, with dedicated budgets and accessible facilities. These initiatives not only encourage an active and healthy lifestyle but also strengthen interpersonal relationships and teamwork, essential for fostering a resilient and united workforce.

By embedding physical health into our workplace culture, Japfa demonstrates its commitment to sustainability - promoting employee well-being, reducing health-related absences, and enhancing overall productivity



Japfa Runners participating in various running events

Occupational Health and Safety (OHS) Audits

The safety and well-being of our employees are fundamental to our commitment to both our people and sustainable operations. Regular OHS audits are essential in upholding a safe, compliant, and forward-thinking workplace across all our operations.

We conduct comprehensive routine internal and external audits to evaluate the effectiveness of our Occupational Health and Safety Management System (OHSMS). These audits help identify potential risks and ensure adherence to both local and international safety standards.

For example, in Indonesia, the scope of the audit covers various aspects, ranging from OHS policies, OHS planning, implementation of operational procedures to the control of electrical hazard risks, exposure to chemical and biological factors, ergonomic aspects, and control of the results of physical factor measurements such as noise, lighting, temperature, dust, and vibration.

In Vietnam, the audits align with local safety requirements, addressing fire hazards, transportation safety, pedestrian zones, and traffic control within feed mills to maintain a secure and efficient workplace.

Through these systematic evaluations, we:

- Protect our workforce:** Identify and mitigate risks to ensure a safe and healthy environment for all employees.
- Foster continuous improvement:** Leverage audit insights to enhance workplace safety measures and promote a culture of ongoing development.
- Support sustainable practices:** Align our safety initiatives with our broader ESG objectives by prioritising employee well-being and operational compliance.

By embedding robust OHS audits into our safety framework, Japfa strengthens its commitment to safeguarding its workforce while driving sustainable growth and operational excellence. Together, we build a safer, healthier future for our people and the communities we serve.



Conducting OHS inspections for a safe workplace

Proactive Injury Management in the Workplace

The well-being of our employees remains our top priority. While we strive to uphold the highest safety standards, we recognise that workplace injuries may still occur. In such instances, we are committed to providing immediate care and support to affected employees.

- Swift Response and Care:** We ensure that injured employees receive prompt medical attention and necessary support to aid their recovery and well-being.
- Comprehensive Investigations:** Following any incident, we conduct thorough root cause investigations to uncover underlying issues. This proactive approach enables us to implement corrective actions effectively and prevent similar occurrences in the future. (GRI 403-2)
- Commitment to Continuous Improvement:** All measures are undertaken in strict alignment with our standard operating procedures (SOPs) across the Group, reinforcing our commitment to a safe and secure working environment for all.

By prioritising employee care and fostering a culture of continuous learning and improvement, Japfa underscores its dedication to creating a workplace where safety and well-being is paramount.

Work Related Injuries

(GRI 403-9)

2024

Type of Injury		Fatal	Heavy	Moderate	Light	Total Injury	Total Work Hours
PT Japfa Tbk	Number	0	4	191	242	437	75,506,315
	Rate (AFR)*	0	0.1	2.5	3.2	5.8	
Japfa Myanmar	Number	1	0	0	0	1	1,942,225
	Rate (AFR)*	0.5	0	0	0	0.5	
Japfa Vietnam	Number	0	0	0	0	0	3,605,181
	Rate (AFR)*	0	0	0	0	0	
Japfa India	Number	0	0	0	0	0	784,643
	Rate (AFR)*	0	0	0	0	0	
Japfa Bangladesh	Number	0	0	0	0	0	212,836
	Rate (AFR)*	0	0	0	0	0	

2023

Type of Injury		Fatal	Heavy	Moderate	Light	Total Injury	Total Work Hours
PT Japfa Tbk	Number	1	1	137	102	241	75,016,554
	Rate (AFR)*	0	0	1.8	1.4	3.2	
Japfa Myanmar	Number	0	0	0	1	1	2,069,154
	Rate (AFR)*	0	0	0	0.5	0.5	
Japfa Vietnam	Number	0	0	0	0	0	3,625,538
	Rate (AFR)*	0	0	0	0	0	
Japfa India	Number	0	0	0	0	0	848,023
	Rate (AFR)*	0	0	0	0	0	
Japfa Bangladesh	Number	0	0	0	1	1	176,858
	Rate (AFR)*	0	0	0	5.7	5.7	

*AFR = Accident Frequency Rate

About our data

- The injury rate is measured per 1,000,000 working hours.
- In 2024, unsafe actions, primarily due to non-adherence to standard operating procedures, were the leading cause of work-related injuries. To mitigate recurrence, we continuously evaluate workplace safety measures, reinforce compliance with OHS policies, and encourage employees to prioritise health and safety through ongoing training and awareness programs. (GRI 403-7)

Our Actions

Commitment to Diversity, Ethics, and Fair Workplace Practices

- We are committed to fostering a diverse and inclusive environment where every employee feels valued, respected, and empowered. Guided by our Diversity Policy, we ensure equal opportunities for all and actively embrace diverse perspectives that drive innovation and propel our business forward.
- Championing Ethical Labour Practices:** We uphold the highest standards of ethical conduct, adhering strictly to labour regulations across all our operations. Japfa unequivocally opposes child labour, forced labour, and any form of human rights violations, ensuring our practices align with global benchmarks. (GRI 2-23, 408-1, 409-1)
 - Promoting Transparency and Fairness:** Our commitment extends to fostering transparency and fairness in all our interactions, creating a workplace culture rooted in respect and equality.



Japfa India employees celebrating Diwali

Fostering A Culture of Acceptance and Belonging

We are steadfast in fostering a workplace culture that celebrates acceptance and belonging, driven by initiatives aligned with Japfa Diversity Policy.

Commitment to Fair Compensation and Employee Well-Being

GRI 401-2, 401-3

Fair compensation, comprehensive benefits, and training opportunities are prioritised for employees across all regions. Remuneration policies are designed to align with national regulations in each country of operation, ensuring fairness and compliance.

Despite the political instability in Myanmar, Japfa remains committed to supporting employees, ensuring job security, equitable compensation, and full adherence to local labour laws. Even in challenging times, vital assistance continues to be provided, recognising the difficulties employees may face in maintaining regular work schedules.

Championing Equality in Recruitment

Our recruitment practices are designed to be transparent, impartial, and merit-based, ensuring fairness at every stage.

Vietnam: We have institutionalised policies against discrimination, labour abuse, and sexual harassment, embedding them into our company regulations and internal code of conduct. These policies, approved by local authorities, underscore our commitment to creating a respectful and equitable work environment.

India: Japfa upholds an Equal Opportunity Employer Policy designed to align with evolving workplace dynamics. This year, the policy was further enhanced to incorporate cultural sensitivities, fostering greater understanding and inclusivity among employees. It underscores a commitment to non-discrimination based on caste, gender, and other factors. During campus recruitment initiatives, we proudly emphasise Japfa’s inclusive and equitable workplace, which is both gender-neutral and diversity-focused.

Employees Category		Life Insurance	Healthcare	Disability and Invalidity Coverage	Parental Leave	Retirement Provision	Transportation
PT Japfa Tbk	Permanent	✓	✓	✓	✓	✓	✓
	Contract	✓	✓	✓	✓		✓
Japfa Vietnam	Permanent	✓	✓	✓	✓		✓
	Contract	✓	✓	✓	✓		✓
Japfa Myanmar	Permanent		✓		✓		✓
	Contract				✓		✓
Japfa India	Permanent	✓	✓	✓	✓	✓	✓
	Contract	✓	✓	✓	Only maternity according to local regulation		



Pre-pension training activity at JTLC

Streamlining Employee Administration through Digitalisation

- Japfa Electronic Travel System (JETS) and Japfa Time Integrated System (JTIS)**

The implementation of systems like the Japfa Electronic Travel System (JETS) and Japfa Time Integrated System (JTIS) streamlines employee administration. JETS digitises corporate travel arrangements, expediting approvals and improving efficiency, while JTIS helps employees in Indonesia to track working hours effectively, promoting better time management and consistency.
- Mobile Leave Application**

In India, the introduction of a mobile leave application enables employees to conveniently request leave via their mobile devices. This platform simplifies approvals, reduces processing times, and ensures inclusivity by providing all employees, regardless of location or role, with accessible and efficient leave management.
- Japfa Personnel Action Sheet System (JPAS)**

The Japfa Personnel Action Sheet System (JPAS) modernises HR processes by automating form submissions and approvals, ensuring a standardised and accessible approach across all units. This digital transformation simplifies operations and enhances collaboration, enabling consistent and inclusive HR management practices.

Additionally, the Japfa Information Management System (JIMS) improves data handling by transitioning from manual consolidation of monthly reports to automated daily reporting. This ensures timely and accurate reporting, supporting real-time decision-making and operational reliability. By adopting these inclusive digital solutions, Japfa continues to reinforce its commitment to equitable and effective workforce management.

Upholding Freedom of Association

In recognition of the diverse labour engagement practices across regions, Japfa fosters constructive relationships with unions, respecting employees’ rights to join labour associations. We uphold all labour regulations, honour collective bargaining agreements, and actively promote an inclusive work environment where employees feel empowered to voice their concerns and collaborate.

In 2024, the absence of major industrial disputes underscores our success in maintaining a fair, stable, and inclusive working environment, where the rights and well-being of all employees are prioritised. (GRI 2-30)



Japfa actively promote an inclusive work environment and upholds employee rights to join associations

Empowering Employees with Disabilities

We are dedicated to fostering a supportive and inclusive workplace where employees with disabilities can thrive. By providing tailored adaptations and accommodations, we ensure that every individual has the opportunity to contribute meaningfully.

In India, roles are carefully structured to align with the abilities of employees with physical disabilities, enabling them to leverage their strengths. In Indonesia, support is extended through access to prosthetics, where feasible, to enhance mobility and independence.

Our commitment is rooted in the belief that everyone, regardless of ability, deserves the opportunity to succeed. We continuously strive to break down barriers and cultivate a truly inclusive work environment for all.

Building Unity through Diversity and Inclusion

Inclusivity lies at the core of our workplace culture, where diversity is not only embraced but deeply integrated into all facets of our operations. Our commitment to ensure all employees feel valued, respected, and empowered to thrive is one of our central focus. By promoting diverse perspectives and equal opportunities for growth, a collaborative environment is nurtured, allowing everyone to succeed.

In Indonesia, the principle of “Unity in Diversity” is embodied through refresher training and social gatherings that foster community, promote collaboration across cultures, and celebrate our diverse workforce. These initiatives create opportunities for employees to connect, learn from one another, and strengthen inclusivity, resulting in a cohesive work environment built on mutual respect and a shared commitment to inclusivity.

In Vietnam, efforts to promote cross-cultural understanding include the Cultural Exchange Programme, which allows employees from various backgrounds to share their experiences, fostering greater appreciation within the organisation. Language and culture classes support non-Vietnamese employees, making it easier for them to integrate into the workplace and local community. These initiatives ensure every employee feels supported and valued as they grow and collaborate in their new environment.



Japfa Long An Team Building Activity in Vietnam

Embracing Gender Equality

Traditionally, farming has been a male-dominated industry due to the physical demands of daily tasks and the challenges of working in remote locations. However, we recognise the invaluable strengths that women bring to Japfa - courage, loyalty, and resilience - and are committed to fostering an inclusive environment where they can thrive at every stage of life. Our commitment extends to empowering female employees by providing the necessary support, flexibility, and opportunities to help them succeed and excel in their careers.

In Vietnam, we provide maternity leave that exceeds common practices, along with tailored support for nursing mothers, including dedicated rooms equipped with freezers for breast milk storage. To ensure a smooth return to work, we offer flexible working hours for nursing mothers, allowing schedule adjustments until their child turns 12 months old.

In India, we go beyond the legal requirements extending maternity leave by an additional two months, further reinforcing our commitment to work-life balance. We also offer flexible work-from-home options, allowing our employees to balance their personal and professional lives.

To foster a culture of inclusivity and respect, we implement comprehensive training on the Prevention of Sexual Harassment (PoSH) Act. A dedicated PoSH committee, led by an external female advisor, oversees regular sessions to raise awareness and ensure compliance. We also utilise Lex Comply, a regulatory tracking portal, to monitor PoSH-related activities. Additionally, our PoSH policies are integrated into the onboarding process, reinforcing our commitment to a safe and respectful work environment for all.



Japfa India's corporate office celebrates Women's Day

“Each year, we proudly celebrate Women's Day, honoring the strength, resilience, and unwavering dedication of our female workforce. This celebration reinforces our steadfast commitment to empowering women across the Group, creating a workplace where equality, respect, and opportunity flourish.”

Employee Hire and Turnover

Employee Hire & Turnover by Age Group GRI 401-1			
Age Group	New Hire & Hire Rate	Turnover & Turnover Rate	Total Headcount
2024			
age < 30	3,312 9%	2,463 7%	9,938
age 30-50	2,443 6%	2,497 7%	23,735
age > 50	146 0%	534 1%	4,072
Total	5,901 16%	5,494 15%	37,745
2023			
age < 30	2,919 8%	2,351 6%	11,090
age 30-50	1,858 5%	2,324 6%	23,780
age > 50	109 0%	507 1%	3,889
Total	4,886 13%	5,182 13%	38,759

Employee Hire & Turnover by Gender			
Gender	New Hire & Hire Rate	Turnover & Turnover Rate	Total Headcount
2024			
Male	4,802 13%	3,992 11%	31,258
Female	1,099 3%	1,502 4%	6,487
Total	5,901 16%	5,494 15%	37,745
2023			
Male	3,862 10%	3,823 10%	32,057
Female	1,024 3%	1,359 4%	6,702
Total	4,886 13%	5,182 13%	38,759

Age and Gender Diversity GRI 405-1												
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%	335 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%

2023	<30			30-50			>50			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Middle Management & Above	10 77%	3 23%	13 100%	841 82%	179 18%	1,020 100%	508 79%	134 21%	642 100%	1,359 81%	316 19%	1,675 100%
Operator & Junior Management	9,008 78%	2,479 22%	11,487 100%	18,377 85%	3,328 15%	21,705 100%	2,423 87%	378 14%	2,801 100%	29,808 83%	6,185 17%	35,993 100%
Total	9,018 78%	2,482 22%	115 100%	19,218 85%	3,507 15%	22,725 100%	2,931 85%	512 15%	3,443 100%	31,167 83%	6,501 17%	37,668 100%

Our Actions

Nurturing Growth Through Employee Development and Engagement

Employee training is not merely an investment in skills; it is a core component of the commitment to sustainability and social progress. By establishing clear targets for training hours per employee, continuous development is ensured, cultivating a skilled and motivated workforce aligned with broader sustainability goals.

This approach not only promotes individual growth but also enhances teamwork, fosters a sense of belonging, and reinforces a shared purpose, contributing to a positive and dynamic work environment. Through continuous learning and meaningful engagement, the full potential of employees is unlocked, nurturing a culture of excellence and innovation that drives the success of Japfa.



Japfa positive mental attitude training

Introducing Journex:
Elevating Employee Development at Japfa



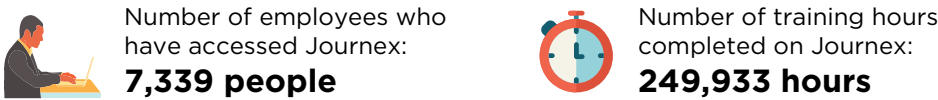
In 2024, we proudly launched Journex, Japfa's latest Learning Management System (LMS), reaffirming our commitment to continuous employee growth and development. This centralised platform offers streamlined access to an extensive yet diverse range of learning materials, training modules, and essential resources, creating a more efficient and integrated learning experience for all employees.

Journex simplifies the training process, from enrolment and scheduling to certification and progress tracking. It serves as a comprehensive tool for managing and monitoring various training programmes, including on-the-job training (OJT), external courses, and total training hours, offering a complete overview of employee development.

To further support our workforce, Journex promotes the cultivation of soft skills by incorporating personal interests and hobbies into the learning experience. This feature empowers employees to pursue skills that enhance both their professional and personal growth, fostering a healthy work-life balance.

The response to Journex has been overwhelmingly positive, with employees engaging actively through its user-friendly interface. This initiative has played a vital role in cultivating a culture of continuous learning and development throughout the Group.

Notably, Japfa Vietnam recorded the highest number of employee participants, an achievement that reflects the dedication of our team in fostering a culture of learning and development. Your efforts are truly commendable and serve as an inspiring example for all.



Japfa employees engaging in Journex socialisation



PT Japfa Tbk employees training session

Employee Training and Development

Japfa’s success is deeply rooted in the capabilities of its employees, and the Company remains steadfast in its commitment to nurturing their skills and fostering professional growth. This dedication is reflected in a robust training and development programme, DOLPHIN, which is grounded in Japfa’s core values and delivered through both offline and online platforms. By embedding these values into its training initiatives, Japfa ensures that employees are well-equipped to drive its mission forward while staying aligned with the principles that define its culture.

As part of this commitment, Japfa implements tailored training programmes across Indonesia, Vietnam, Myanmar, India, and Bangladesh. These initiatives not only equip the workforce with essential skills for career progression and personal development but also address local needs and broader operational goals.

Our directors have undergone training on sustainability matters as prescribed by the Exchange. (GRI 2-17)



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Nguyen Thi Thu Hang (Vietnam)
Head of Talent Acquisition and Talent Management,
Japfa Vietnam



Joining Japfa in 2021 as Head of HR for the South Region, I quickly recognised the Company’s focus on fostering employee growth and operational excellence. In just three years, my team and I accomplished significant milestones, such as supporting in Journex adoption, implementing succession planning, and earning the ‘Employer of Choice’ award. Japfa’s sponsorship of professional coaching and mentoring programmes has helped me grow as a leader and create impactful changes in organisational structure and employee engagement.

Regular and Structured Training Programme Across the Group

Japfa’s structured training programme provides consistent training that encompasses vital areas across our operations to foster a culture of learning and professional growth. (GRI 404-2)

Corporate Development

Japfa offers a tiered training programme comprising the Foundation Programme (FP), Middle Management Programme (MMP), and Senior Management Programme (SMP). Each programme is designed with tailored training modules suited to different management levels.

The FP is aimed at equipping junior managers with a diverse set of skills, including an understanding of basic knowledge for Japfa employees, personal development, leadership, team management, problem-solving, and time management. The MMP focuses on topics such as marketing management, human resources, operations, projects, and finance. Meanwhile, the SMP emphasises leadership in the post-pandemic era and the creation of a high-quality and inclusive work culture. These training sessions are delivered through various methods, including webinars and interactive workshops.

Orientation Programme

Our orientation programme provides new employees with a comprehensive introduction to Japfa’s culture and values. This induction process equips them with a solid foundation and understanding of our business goals and ethical commitments, fostering alignment from the outset.

Business Skills Development

Our Business Skills programme equips employees with a wide range of essential skills to enhance their professional effectiveness. This programme includes modules in communication, leadership, personal development, and teamwork, as well as specialised training in Quality, Safety, and Environment (QSE). Additionally, vocational courses such as pest control and farm management provide practical knowledge to support day-to-day operations. These training initiatives are designed to strengthen our team’s competencies, foster leadership, and enhance overall workplace performance.

Retirement Readiness Programme: Pre-Pension Conference

Employees may face significant challenges when transitioning to retirement. Japfa recognises the potential complexities of transitioning and supports our employees through the Pre-Pension Conference, part of our annual Pre-Retirement Programme. Held at the Japfa Training & Learning Centre (JTLC) and attended by 200 participants, this conference provides essential guidance on managing post-retirement income, maintaining health, and adjusting to life beyond work. The programme begins 1-2 years prior to retirement, allowing employees ample time for transition.

“

Zun Pwint Phwe (Myanmar)
Assistant Government Liaison & Regulatory,
Japfa Myanmar



I started my career at Japfa in 2011 as an admin staff and progressed to Assistant GLR Manager by 2019. Japfa has provided valuable opportunities for growth through training, education support, and role advancement. The Company’s strong culture of learning and collaboration has helped me develop both professionally and personally. I feel supported in balancing work, education, and life—thanks to the encouragement and teamwork within the Japfa family.



PT Japfa Tbk employees training session

Empowering Growth and Sustainability: Comprehensive Training for a Future-Ready Workforce

Leadership Development

Japfa is committed to nurturing leadership potential among its employees to build a strong foundation for future organisational growth. Through the Leadership Development Programme (LDP) across the Group, employees are equipped with critical skills in decision-making, conflict resolution, strategic planning, and team management. These programmes are designed to foster adaptability and resilience, ensuring employees are well-prepared to navigate dynamic environments.

Career Growth and Employee Localisation

Recognising the importance of career growth, Japfa implements training initiatives that align with both organisational goals and employee aspirations. These initiatives emphasise cross-functional skills and the development of a motivated workforce that can address complex challenges. Localisation efforts further enhance employee engagement by ensuring training and development programmes are tailored to meet specific regional needs, supporting long-term workforce sustainability and alignment with Japfa’s broader operational objectives.

Management Trainee Programme

Japfa’s Management Trainee Programme plays a vital role in preparing the next generation of leaders through comprehensive training that combines vocational and leadership development. Structured curricula and collaborations with educational institutions enrich the programme, equipping trainees with the technical and managerial skills needed to excel in future leadership positions. With regular performance evaluations ensuring high competency standards, the programme provides a steady pipeline of skilled professionals to support Japfa’s growth.

Participating in National Apprentice Promotion Scheme (NAPS)

To foster youth development and support employment opportunities, Japfa engages in apprenticeship initiatives that provide valuable hands-on experience and skill-building opportunities. Programmes like the National Apprentice Promotion Scheme (NAPS) integrate on-the-job training with practical learning across various departments, including finance, HR, and operations. These initiatives not only build a skilled workforce but also empower young talent with career progression opportunities, ensuring a sustainable approach to workforce development that aligns with Japfa’s commitment to supporting local communities and industries.

Cybersecurity Training

As information technology becomes increasingly integral to daily operations, protecting our systems from cyber threats is paramount. Japfa has fortified its cybersecurity framework through a multi-layered approach that includes regular cybersecurity training for employees. This training educates employees on best practices for data security, recognising phishing attempts, and safeguarding sensitive information, thus minimising risks associated with the misuse of information and communication technologies. By equipping employees with this knowledge, Japfa ensures a more secure and resilient digital environment across the organisation. This includes:

- Awareness campaigns
- Training sessions
- Cybersecurity awareness programmes
- Penetration testing - Japfa engages third party vendors to conduct penetration testing, using ethical hackers to identify and address system vulnerabilities, thereby enhancing security.
- Multi-factor authentication (MFA)
- Phishing simulation exercises

Week of Cybersecurity Awareness: Activating Multi Factors Authentication (MFA)

In today’s digital landscape, it is important to bolster cybersecurity awareness across our teams. As part of our Cybersecurity Awareness Week, we introduced Multi-Factor Authentication (MFA) to enhance data protection, requiring employees to complete multiple verification steps to access sensitive information. Through targeted campaigns, employees have gained essential skills to protect both personal and organisational data.

Phishing Simulation Exercises

Phishing simulations have become an essential tool in our cybersecurity strategy, helping us identify knowledge gaps and areas for targeted training. These exercises have not only engaged employees but also significantly reduced click rates on malicious links. With improved awareness and understanding, employees are better prepared to recognise and resist cybersecurity threats, fostering a culture of vigilance and responsible tech use.

Personal Data Protection Act (PDPA) Training

In an era where companies manage substantial volumes of personal data, safeguarding this information is crucial to minimise risks. To address this, Japfa Vietnam has implemented comprehensive training on the Personal Data Protection Act (PDPA). This programme ensures employees understand their responsibilities in handling sensitive data and complying with data protection regulations, effectively reducing the risk of potential breaches or regulatory infractions.

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Manish Patil (India)
General Manager of Quality Control,
Japfa India



I've been with Japfa for 26 years, growing from Senior Analyst to General Manager of Quality Control. Japfa consistently supports employee development through training, certifications, and leadership opportunities. I've attended local and international training, led ISO certification efforts across India, and received regular promotions and performance awards. Japfa's culture values long-term commitment and supports work-life balance.

Technical and Operational Excellence

Animal Health, Feed, and Farm Operations Training

Across Indonesia, Vietnam, India, Myanmar, and Bangladesh, Japfa implements targeted training to enhance animal health, feed management, biosecurity, hygiene, and farm operations. These efforts ensure that employees are equipped to uphold the highest operational standards.

Aquaculture training includes shrimp and fish management, tailored technical expertise, and advanced systems like Aquaponics and Recirculating Aquaculture Systems (RAS), promoting water-efficient, sustainable farming practices. Swine operations in Vietnam incorporate the 5S Programme, blending hands-on learning with team-building to ensure efficiency and excellence in swine farm culture.

To address climate-related challenges, employees in India receive specialised training on monsoon shed management, helping poultry operations remain resilient during extreme weather conditions.

Training for Tailored Skills

Japfa provides customised training programmes to enhance critical skills across its workforce. For example, employees receive specialised training in areas such as food technology and human resource management processes.

In Vietnam, under the Go-Direct initiative, sales teams are trained in customer segmentation, selling strategies, and the use of production management software. This training strengthens their client engagement capabilities and improves their ability to meet sales targets effectively.

Enabling Higher Education

Our sponsorship programme awards scholarships to select employees, enabling them to pursue higher education and gain advanced skills pivotal to their career progression and self-development. In 2024, Japfa sponsored two employees on overseas scholarships, equipping them with specialised expertise to drive innovation and add significant value to Japfa’s vision and goals.



Japfa Vietnam employees training session

Expanding Academic and Enrichment Programmes at Japfa The Learning Centre (JTLC)



Japfa is committed to advancing employee growth through continuous learning and leadership development. Our training facility at the Japfa Training and Learning Centre (JTLC) provides employees with rich opportunities for knowledge expansion, professional networking, and engagement in research, supporting both their personal and career advancement.

JTLC serves as a dedicated hub for capacity building, where employees can gain valuable insights into Japfa’s legacy and be inspired to integrate these lessons into their own professional journeys. Additionally, JTLC is evolving into a research and development centre, strengthening its role in driving innovation.

In 2024, JTLC expanded its academic and enrichment programmes to include:



Sustainability Training

Empowering employees with knowledge about Japfa’s sustainability goals and practical ways to integrate eco-friendly practices.



Digital Skills Training

Equipping employees with modern digital tools and competencies to stay agile in an increasingly digitalised environment.



Leadership Development

Providing executive coaching and mentorship to nurture future leaders within Japfa.

Cross-Regional Collaboration

JTLC serves as a hub for cross-regional training programmes, facilitating knowledge exchange and fostering collaboration among employees from across Japfa’s operational regions. This initiative not only provides participants with a global perspective but also reinforces Japfa’s cross-border collaboration, strengthening team-building and unity across countries.

Employee Well-being and Enrichment

In alignment with Japfa’s holistic approach to employee development, JTLC now offers wellness programmes that emphasise mental health, work-life balance, and physical well-being. Enhanced fitness and recreational facilities encourage employees to engage in sports and wellness activities during training, supporting their overall well-being alongside professional growth.

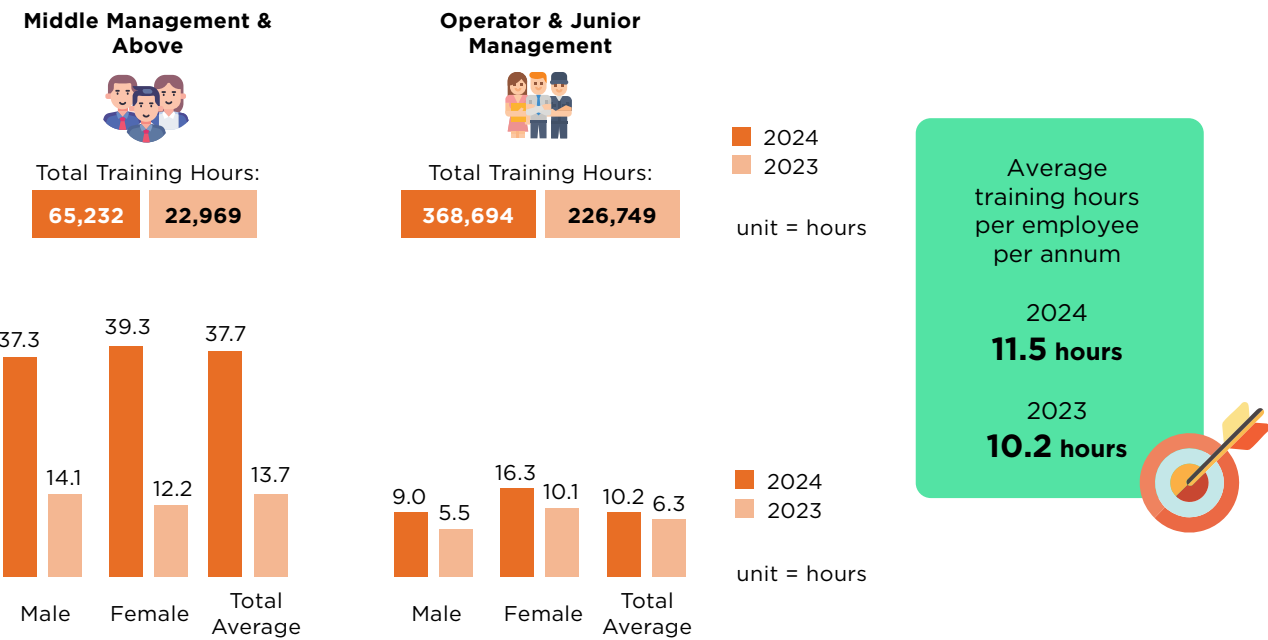
Through these expanded offerings, JTLC reaffirms Japfa’s commitment to nurturing a skilled, innovative, and sustainable workforce.



Aerial view of JTLC site

Average Training Hours Per Employee

Aligned with the Japfa Sustainability Targets set in 2022, we are excited to share that our training hours have increased compared to the previous year. This accomplishment is a testament to the dedication of our training department, the commitment of our employees, and the invaluable support of business heads. (GRI 404-1)



Celebrating Ganesh Chaturthi

This year's Ganesh Chaturthi celebration at Japfa India was a testament to the spirit of bringing the team together and strengthening our sense of community. The event was filled with devotion, joy, and a shared sense of unity, allowing employees to come together in celebration and strengthen bonds. By honouring such traditions, Japfa India nurtures positivity and a deep sense of belonging among our team.



Ganesh Chaturthi Celebration in Japfa India

Knowledge-sharing and Dialogue

NgoPi (Ngobrol Pagi) is a monthly podcast featuring informal discussions on topics like work-life balance and professional growth, NgoPi creates a relaxing space for employees while enhancing engagement and collaboration.

STP Radio is our platform in the Aquaculture division allowing employees to anonymously share stories and concerns. By 2024, it expanded access via mobile devices and workstations, enabling better participation. Feedback from STP Radio helps refine workplace policies and address mental health challenges effectively.

Nurturing Bonds and Competitive Culture

Across the Group, Japfa organises a variety of competitions and awards to foster camaraderie and healthy competition among employees. Notable examples include the Feedmill of the Year Award, the Sustainability Feedmill Award, and energy-saving contests, all aimed at recognising exceptional achievements in cost efficiency, safety, and energy conservation. In Indonesia, within the aquaculture division, we present the Aquaculture Awards, which feature categories such as Best Unit, Best Sales, Best Safety, and the Living Our Values (LoV) Award.

Fostering Communication, Well-being, and Team Spirit

In regions like Myanmar, where challenges are more prevalent, Japfa focuses on employee well-being by offering stress management workshops, counselling, and healthcare services. These resources help employees manage personal and professional challenges while staying engaged.

We communicate regularly and update employees on company objectives through frequent meetings to create transparency, reduce uncertainty, and help teams stay aligned. To maintain high morale Japfa acknowledges employee efforts through programmes like Employee of the Month, appreciation gestures, and tangible rewards. These initiatives ensure employees feel valued and motivated to contribute to Japfa's success despite the challenging circumstances.

Across the Group, we host various events that strengthen our unity, including:

- Monthly feast in Bangladesh
- Religious activities in Indonesia, India, Bangladesh
- Providing healthy meals and home-grown fruit in Bangladesh
- Creative Fridays in India and Vietnam
- Celebrating national and international days such as Independence Days, World Environment Day, and International Yoga Day



International Yoga Day Celebration in Japfa India

Our Farmers

Why It Matters

Farmers today face a multitude of pressing sustainability challenges that directly impact their operations and livelihoods. One of the most significant environmental threats is climate change, which forces farmers to adapt to rising temperatures, unpredictable weather patterns, and extreme events like prolonged droughts and floods. These challenges are particularly severe for livestock farmers, such as poultry and swine which are highly susceptible to heat stress due to their fast metabolic rate and growth. In the poultry industry alone, heat stress has led to estimated economic losses of hundreds of millions annually. These disruptions not only threaten agricultural productivity but also pose a serious risk to global food security,

With years of expertise in the agri-food industry across **Japfa Emerging Asia**, we leverage our extensive knowledge and share these insights with farmers, equipping them with guidance to navigate the complexities of livestock farming amidst the dynamic circumstances.

Highlights of 2024

Japfa launched the "Road Together with Farmers" initiative in Vietnam, a mobile outreach project that delivers expert training, resources, and support directly to farmers in rural areas, reaching over 600 farmers with the support of the Vietnamese government.

Our Actions

Technical Support for Our Poultry Farmers

At the heart of our operations lies a continuous partnership with contract farmers, focused on building a resilient and sustainable food supply chain. We collaborate with more than 10,000 farmers, providing them with essential resources, including day-old chicks (DOCs), feed, and veterinary care, alongside expert technical support. Our approach extends beyond resource provision — our aim is to empower farmers by investing in training programmes designed to enhance farmers' skills and ensure they are well-prepared to navigate difficult challenges. Through this holistic approach, Japfa fosters an environment of shared growth and sustainability and develops a robust food ecosystem that benefits farmers and the planets. (GRI 203-1, 203-2, 413-1)



PT Japfa Tbk poultry farmer partner holding a pullet chicken



PT Japfa Tbk poultry farmers receiving hands-on technical support to enhance livestock management and productivity

Empowering Our Farmers for Sustainable Growth



Supporting Farmers: Road Together with Farmers Initiative

In Vietnam, Japfa launched the "Road Together with Farmers" initiative, a mobile outreach project delivering expert training, resources, and support directly to farmers in rural areas. A fully-equipped van travels across provinces, providing hands-on assistance and addressing farmers' specific challenges. Supported by the Vietnamese government, the initiative has reached over 600 farmers, enhancing farm productivity and resilience. (GRI 203-1)

Annual Conferences and Workshops

Japfa hosts annual events for over 600 participants, focusing on yield management, feed efficiency, and animal health. These workshops also build business skills, such as sales strategies and financial management, helping farmers improve operations and drive growth. Progress is tracked through increased volumes and enhanced performance.

Value Co-Creation with Farmers

Japfa collaborates with feed customers on brand development, sales growth, and market expansion. Through tailored marketing support and media promotions, customers gain visibility and establish strong market positions, ensuring long-term success.

Our Actions

Technical Support for Our Aquaculture Farmers

Our Aquaculture unit, Suri Tani Pemuka (STP), actively drives innovation in the aquaculture industry by focusing on education, collaboration, and food security. By investing in R&D, Japfa Aquaculture delivers impactful solutions to enhance the livelihoods of fish and shrimp farmers.

Through its Aquaculture Technology and Development (ATD) division, Japfa develops advanced technologies and tools, such as aerators and Geographic Information System (GIS)-based spatial planning, to assess and optimise the feasibility of aquaculture sites. In 2024, ATD introduced UV Disinfection (UVD) technology, a sustainable and efficient innovation designed to disinfect water in aquaculture operations using ultraviolet light. This method eliminates pathogens effectively without the environmental risks associated with chlorine, providing significant benefits for both corporate operations and independent farmers. UVD enables better pathogen control, supports operational sustainability, and optimises water management.

These initiatives exemplify Japfa Aquaculture's commitment to purposeful, responsible, and relentless innovation, offering comprehensive solutions to empower farmers. By equipping farmers with modern technologies and tailored aquaculture practices, Japfa contributes to a more resilient and competitive aquaculture industry for the future.

Beyond innovation, Japfa Aquaculture fosters sustainability through its annual Customer Farm's Technician Training Bootcamp, where farmers and technicians receive comprehensive training on technical and sustainable aquaculture practices. This programme strengthens operational capacity while enhancing farmer success and productivity.

Japfa Aquaculture also engages farmers through seminars and forums in collaboration with various institutions. These sessions facilitate direct discussions between farmers and technical experts, covering topics such as disease management and collaborative opportunities. By offering ongoing support, Japfa ensures its aquaculture clients receive tailored solutions to boost productivity and operational efficiency.

Communities and The Planet

(GRI 413-1)



Japfa employee in Vietnam stepping up during Typhoon Yagi, showcasing resilience and dedication amidst challenging conditions

Why It Matters

Japfa's success is closely tied to the well-being of the communities where it operates. We do this by focusing on creating mutual benefits for communities while taking care of the planet, This approach ensures that Japfa's community efforts are based on partnerships that promote mutual prosperity and sustainable advancement.

Highlights of 2024

- 1

With 504 customers and 27,926 kg of inorganic waste processed, the Waste Bank program expands across regions, promoting community-based recycling and economic opportunities.
- 2

Japfa strengthens food security by equipping future professionals with hands-on learning through Teaching Farms, bridging academic knowledge with real-world agricultural practices.

Our Actions

Building the Future of Food Security through Education

The fast-evolving livestock sector relies on skilled individuals who are committed to sustainable practices. At Japfa, we understand that to maintain a resilient supply food chain, we need to pass on valuable knowledge and best practices to the next generation of farmers. Through our holistic educational programmes, we focus on equipping young people with practical experiences that complement their academic learning. We prepare future leaders in this way to ensure they are well-prepared to drive continuous improvement and innovation in the food ecosystem.

Japfa Teaching Farms


Through our Teaching Farms programme, we provide valuable learning opportunities for the next generation farmers, particularly university students seeking to bridge the gap between academic knowledge and real-world application. Rather than focusing solely on theoretical training, Japfa offers hands-on insights into critical areas such as business management and entrepreneurship, allowing students to develop the practical skills necessary to make meaningful contributions to the sector alongside practical farming training. Through this comprehensive approach, Japfa aims to foster a new generation of professionals ready to contribute to and innovate within the livestock industry.

Expanding Teaching Farms in Collaboration with Universities

In alignment with the government-led Merdeka Belajar Kampus Merdeka (MBKM) initiative, Japfa is partnering with universities across Indonesia to support student education through Teaching Farms. For example, Japfa has established a Broiler Teaching Farm for the Faculty of Animal Husbandry at Universitas Brawijaya (UB), located in East Java, with a capacity of 4,000 chickens.


Beyond offering practical experience, Japfa supports universities in transforming Teaching Farms into sustainable business units, providing students with hands-on experience in livestock production, business management, and marketing, enabling them to make data-driven decisions, develop entrepreneurial skills, and prepare for careers in the agricultural industry.

Japfa's Teaching Farm consists of:

Number of Farms

6

Closed-house farms

Number of Farms


7

Open-house farms

Number of Farms


1

Poultry Slaughter-house

Number of Participants


306

university students

Number of Participants

10

vocational high school students

Number of Livestock Products Produced and Sold

442,756

birds equals to 758 tonnes

Japfa Poultry Health Research Farm

Japfa collaborates with IPB University through the School of Veterinary Medicine and Biosciences (SKHB) and the Japfa Poultry Health Research Farm (PHRF). Since its establishment in 2023, this closed-house research facility has been instrumental in advancing poultry health research within an academic framework. The partnership prepares SKHB IPB graduates for careers in the poultry industry while supporting research initiatives for students, faculty, and external stakeholders. Additionally, the facility provides a key learning platform for Vaksindo employees pursuing postgraduate studies at SKHB IPB, fostering knowledge development and technological advancements in poultry health.

Our Actions

Synergised Aquaculture Innovative Learning (SAIL)

Launched in 2020, Japfa's Synergised Aquaculture Innovative Learning (SAIL) programme provides undergraduate and diploma students with opportunities to enhance their technical skills and deepen their understanding of aquaculture.

Through a structured internship, SAIL offers personalised guidance, allowing participants to develop their expertise while working on projects aligned with their academic interests and fields of study.

In 2024, SAIL focused on practical training, by engaging students in aquaculture projects such as feed management, biofloc technology, and sustainable farming practices. This hands-on approach equips participants with real-world experience and opportunities to contribute to the industry. Outstanding participants who demonstrate innovative ideas and significant progress may be offered full-time positions at Japfa.

SAIL continues to serve as a vital talent pipeline for Japfa, and also supports the growth of sustainable aquaculture in Indonesia. In 2024, several SAIL alumni have taken on strategic roles in Japfa's aquaculture division, applying their training to drive the Company's operational goals.

Key Initiatives in SAIL:

- Development of Eco-Friendly Feed Technology**

Students contribute to research aimed at reducing the environmental impact of conventional fish feed by improving resource efficiency and minimising water pollution, promoting sustainable aquaculture.
- Real-Time Fish Health Monitoring**

Participants help develop real-time systems for detecting fish diseases early, enabling faster and more effective preventive measures to improve aquaculture productivity while ensuring animal welfare.



Japfa SAIL participant observing water quality

- STP Teaching Programme**

The STP Mengajar programme is a strategic initiative by Japfa aimed at sharing knowledge, experience, and best practices in the aquaculture sector with university students across Indonesia. Through this programme, Japfa's division heads and department leaders deliver public lectures at various universities, bridging the gap between industry and academia. Since its inception, STP Mengajar has successfully strengthened ties between industry and academia, providing students with valuable insights from seasoned professionals in the field.

The programme has grown significantly, now reaching 25 universities across Java, Sumatra, and Sulawesi — a marked increase from previous years. STP Mengajar also serves as a recruitment platform for Japfa, identifying and attracting top talent from participating universities.

In 2024, the programme focused on promoting responsible aquaculture practices, covering topics such as biofloc technology, water conservation, and efficient feed management. Students are also introduced to Japfa's sustainability initiatives, including the Act for Sustainable Aquaculture, which supports environmentally and socially responsible practices in aquaculture.



Japfa SAIL instructor guiding students in fish measurement sampling

- Internship Programme**

The increasing interest of the younger generation in diverse career paths has inspired us to highlight the vast opportunities in agriculture through our internship program. By strategically partnering with universities nationwide, we have established a career-launching initiative that provides students with hands-on experience and showcases the agricultural sector's potential.

For instance, in Vietnam, we are actively building our employer brand to establish ourselves as an "Employer of Choice." This involves highlighting our sustainability initiatives to attract younger talent, who are increasingly interested in companies that prioritise environmental and social responsibility. We also collaborated with various universities in Vietnam.

These internships have involved students specialising in animal health, veterinary sciences, and agriculture. The programme offers hands-on farm experience and visits to our facilities, providing students with a comprehensive understanding of the agricultural industry. Demonstrating our commitment to nurturing future talent, we provide scholarships and financial support to participating students.

Our Actions

Nurturing Nature and Fostering Prosperity



World Environment Day in Japfa India

True well-being is achieved when communities prosper with us, not just economically, but in a sustainable, healthy environment that nurtures harmony for generations. Our programmes are deeply rooted in this belief, focusing on environmental stewardship and sustainable practices that ensure a prosperous future for all.

Trash to Treasure

The Waste Bank programme is designed to enhance economic opportunities for local communities while promoting environmental preservation. By engaging communities in both organic and inorganic waste management, the initiative reduces landfill waste and transforms it into a valuable resource. In addition to fostering a circular economy, the programme educates residents on effective waste sorting, ensuring that organic waste is converted into fertiliser, while non-organic materials such as plastic and paper are collected and recycled through local waste banks.

Building on our past success, we are expanding our waste bank initiative to new regions, where Japfa carefully assesses local waste management challenges in communities and surrounding facilities. This enables us to establish additional waste banks tailored to the specific needs of each area. The programme also emphasises improved product sorting and traceability, ensuring that waste is meticulously tracked throughout the recycling process. This approach not only upholds high standards but also maximises economic value, such as through the separate collection of plastics for enhanced resale opportunities.

Beyond environmental benefits, the waste bank program also empowers local communities economically. Residents can earn income by collecting and selling recyclable materials through the waste banks, providing a supplementary source of income to support their households. (GRI 203-2)



Physical waste catalogue in Japfa Waste Bank

Waste Banks in Numbers



Berkah Mulya Waste Bank

Building on the success in Sragen, Japfa has expanded its waste management model to new regions, establishing the Berkah Mulya Waste Bank near its feed mill in Cirebon-Indonesia,. This initiative empowers local communities to take an active role in waste segregation at the household level, with collected waste processed for recycling or converted into value-added products.

SiRepi and Kecik Waste Banks

The SiRepi and Kecik Waste Banks in Sragen-Indonesia serve as leading examples of Japfa’s commitment to sustainable waste management. These facilities have grown into regional hubs for waste management activities, fostering environmental stewardship and community engagement. Through the Kecik Waste Bank, Japfa also supports the Sragen Harmoni Hijau Urban Forest - an eco-educational tourism destination where visitors can experience nature while learning about waste management, sustainability, and ecosystem conservation. By enhancing waste management capacity and promoting eco-education, these waste banks provide dedicated facilities for organic and inorganic waste processing, model farming plots, and specialised storage for non-organic waste, paving the way for a cleaner, more sustainable future.

Sekar Asri Waste Bank

Japfa also supports the Sekar Asri Waste Bank in Grobogan - Indonesia, which recently restructured its management and improved operational systems for greater efficiency and transparency. With an increasing number of members and enhanced waste processing capacity, Sekar Asri is expected to generate higher income for the local community while strengthening its environmental impact.



Farming demonstration plot (Demplot) in Kecik waste bank

Reducing Waste with Maggot Farming

In collaboration with Universitas Gadjah Mada (UGM), the maggot farming initiative has demonstrated positive impacts for organic waste management. In 2022, with support from the Matching Fund Kerja Sama Dunia Usaha dan Kreasi Reka (Kedaireka) programme, PIAT UGM collaborated with Japfa to advance the initiative. Through this funding scheme, Japfa provided maggot farming facilities and essential farming equipment to support the programme's development. In 2024, the BSF cultivation successfully processed 39.3 tonnes of organic waste and produced 5.1 tonnes of fresh maggots, which were then sold to local farmers as an alternative feed for fish and poultry farming.

Monitoring and Maintenance of Biofloc Ponds

Biofloc technology has gained popularity in aquaculture as it optimises land use — a key challenge in conventional fish farming. In 2024, Japfa focused on evaluating and maintaining biofloc ponds established in previous years. This initiative aims to empower local communities, including village-owned enterprises (BUMDes) and micro, small, and medium enterprises (MSMEs), particularly those impacted by the COVID-19 pandemic.

By offering efficient fish farming solutions, biofloc systems address land limitations and enhance waste management. These systems enable better water quality control and increase feed efficiency, making aquaculture more sustainable. Japfa also provides technical assistance and training to ensure communities can effectively implement and operate these systems, helping them maximise their benefits.

Organising STP Fish: Eating Festival (Gemar Makan Ikan)

To commemorate National Fish Day, STP collaborated with its partner fish farmers to implement the "Love Eating Fish" programme. This initiative supports the government's efforts to promote fish consumption as part of a balanced diet within local communities.

As part of the programme, STP sourced fresh fish harvests from its partner farmers to produce 1,500 healthy meal portions, which were distributed to Japfa for Kids Assisted Schools in the Gresik area. The programme not only aimed to introduce nutritious meals to students and their families but also served as a platform to encourage healthy eating habits. By increasing fish consumption, the programme provided economic benefits to partner farmers, ensuring their harvests were absorbed effectively and sustainably.

Greening Communities: Planting Trees and Promoting Cleanliness

In our commitment to environmental stewardship, we actively support local communities by planting trees and providing dustbins to promote sustainability and cleanliness. In India, we contribute to tree planting initiatives in Pedgaon, in alignment with the government's efforts to improve water absorption and strengthen the local ecosystem.

Similarly, in Bangladesh, we extend these efforts to surrounding communities near our operations. Additionally, we provide dustbins around feed mills and local schools, fostering environmental consciousness and encouraging responsible waste management. These initiatives help cultivate a cleaner, greener, and more sustainable future for all.



PT Japfa Tbk's ready to use biofloc pond



PT Japfa Tbk employees mangrove planting activity

Act For Sustainable Aquaculture: Protecting Oceans, Ensuring Tomorrow

Recognising the critical threats posed by marine ecosystem degradation and the growing scarcity of water resources, we are committed to addressing these challenges through sustainable technologies and conservation initiatives. By partnering with local communities, our "Act for Sustainable Aquaculture" campaign enhances aquaculture productivity while safeguarding ecological balance. These efforts are designed to protect vital marine resources for future generations, ensuring a harmonious coexistence between aquaculture and the environment. Together, we aim to build a more sustainable and resilient future for the oceans and those who depend on them.

Groundwater Conservation

In response to the growing need for sustainable water management, Japfa has committed to maintaining and monitoring the health of trees such as acacia and eucalyptus around its factory areas. These species are specifically selected for their ability to preserve groundwater levels, bolstering the availability of this crucial resource in surrounding regions. Japfa ensures the continued success of this conservation effort by replacing any damaged or unhealthy trees, thereby maximising the effectiveness of the programme for long-term water sustainability.

Marine Ecosystem Conservation

Mangroves and coral reefs near Japfa's aquaculture operations are actively preserved and monitored to protect marine ecosystems. Mangroves act as coastal protectors and provide vital habitats for various marine species, while coral reefs contribute to the balance of the ecosystem, which is essential for hatchery operations. Regular evaluations ensure the health of these ecosystems, with prompt replacement of damaged mangroves or coral reefs. This safeguards both marine biodiversity and sustainable aquaculture practices.

Our Actions

Japfa Chess: Cultivating Minds, Inspiring Futures

Japfa recognises the profound impact of chess in cultivating critical thinking, strategic decision-making, and problem-solving abilities. We are committed to nurturing these essential skills among our employees and the wider community. Through our initiatives, we aim to inspire growth, foster continuous learning, and drive achievement at every level, ensuring chess serves as a catalyst for personal and professional advancement.

Japfa Chess Club

The Japfa Chess Club (JCC) offers regular training and coaching sessions, helping employees sharpen their skills and engage in friendly competition. These sessions, held weekly at various feed mill units, such as in Makassar, and twice weekly at the Jakarta head office, prepare participants for events like the Japfa Chess Festival. In 2024, chess training for employees was held for 60 hours across 40 sessions.



An elementary school student participating in Japfa Chess for Kids club activity

Japfa Chess for Kids

In addition to employees, we nurture young chess talent through the Japfa Chess for Kids programme. Expanding to 1,690 students across 128 schools in 2024, this initiative introduces chess to children at an early age, fostering a new generation of players. By providing these opportunities, we aim to inspire future leaders and cultivate a love for the game.

Refining the Chess Training Experience

A structured chess training curriculum has been refined to ensure consistency and progression at every skill level. Through ongoing material reviews, module development, and standardised teaching methods, we ensure that participants receive the foundation and expertise needed to excel in competitions.

Leveraging Chess for Analytical Thinking

In partnership with Sekolah Inspirasi Sidoarjo, Japfa has developed a specialised curriculum to harness chess as a tool to enhance students' analytical thinking. Designed for learners from kindergarten through high school, this science-based programme incorporates Bloom's Taxonomy to align with cognitive development stages.

By the end of 2024, the curriculum development team successfully produced a draft curriculum for Year 1 and Year 2 primary school levels. Additionally, the team completed the trial and finalisation of a chess-based analytical thinking curriculum for Year 1 primary school students.



Japfa Chess trainer/grandmaster demonstrating chess strategy

Japfa Chess Festival 2024

The Japfa Chess Festival 2024, in collaboration with PB Percasi, stands as one of Indonesia's premier chess tournaments, drawing participants of all skill levels, from Grandmasters to enthusiastic amateurs. With diverse categories ranging from U10 to veterans (55+), and both individual and team competitions, the festival champions inclusivity and fosters a spirit of friendly competition.

The Japfa Chess Festival 2024 featured 472 participants from 25 provinces competing across 13 tournament categories. In its 14th edition, the festival highlighted several exciting events, including a Classical Chess Duel Match and online rapid and blitz chess tournaments.

Pre-event activities, including Fun Chess Games, a thrilling Grandmaster Duel Match streamed live, and a Street Chess Challenge at Senayan's Car Free Day, captivated families and chess enthusiasts alike. These engaging events not only created excitement but also helped popularise the sport, bringing chess to the broader public and fostering a deeper connection within the community.

Additional Chess Initiatives in 2024




Independence Chess Championship
A rapid chess tournament at PT Japfa Tbk's head office in Wisma Millenia, celebrating Indonesia's Independence Day.




Community Chess Competitions in Cirebon
Local tournaments aimed at empowering communities and promoting strategic thinking.



JAPFA Fédération Internationale des Échecs (FIDE) rated Tournament
An internationally recognised event providing Indonesian players with opportunities to earn official FIDE ratings.



Susanto Megaranto
Grandmaster and Chess Advisor, Japfa Indonesia (Chess Club, Jakarta)



My journey with Japfa began in 2002 as part of the Dream Team for Indonesian chess. Japfa's unwavering support has been instrumental in my growth as a Grandmaster, providing funding and training for international tournaments such as the Chess Olympiad and World Championships. Beyond competition, Japfa entrusted me with an advisory role for the chess curriculum project, which further reflects their belief in my capabilities. Japfa's commitment to nurturing talent and providing international exposure has shaped my career and solidified my place in the global chess community.

Our Actions

Other Social Outreach

Understanding the deep connection between our operations and the communities we serve, we are dedicated to driving positive change through impactful social responsibility initiatives. As a leading force in the agri-food industry across **Japfa Emerging Asia**, we believe that our success is intertwined with the well-being and prosperity of the communities around us. Our commitment goes beyond business growth — it is about fostering lasting relationships, empowering local populations, and creating meaningful, sustainable change that benefits both our organisation and the people we impact.

Disaster Relief and Recovery

Japfa stands resolutely by communities in times of crisis, providing swift and comprehensive disaster relief to support both local populations and employees where feasible. Our relief and recovery efforts ensure that those affected by disasters receive the support they need.



Japfa employees extend help to Typhoon Yagi victims in Vietnam

Direct Assistance in Japfa’s Operational Areas	We act swiftly to provide vital aid to disaster-affected areas near our operations, delivering food, clean water, medical supplies, infrastructure support and repairs. For instance, during the floods in Central Java, Indonesia, Japfa collaborated with the Agriculture and Food Agency of Demak Regency to deliver relief. Key officials, including the Head of the National Food Agency and the Governor of Central Java, participated, demonstrating a unified commitment to coordinated action. (GRI 203-1)
Collaboration with Stakeholders	Understanding that disaster relief is most effective through collaboration and collective action, Japfa partners with government agencies (e.g., BNPB), NGOs, and local communities. In 2024, we teamed up with the Social Affairs Agency and the Indonesian Red Cross (PMI) to distribute aid to disaster victims in Lampung.
Providing Disaster Relief	Our response extends to employees impacted by natural disasters. In the wake of Typhoon Yagi, Japfa provided enhanced meal support and comprehensive care, with the HR team coordinating relief efforts to ensure the well-being of every employee.
Japfa Peduli	Japfa believes in corporate social responsibility, especially in supporting communities affected by natural disasters. Through the Japfa Peduli program, the Company provides rapid response and aid in Indonesia, including essential supplies like rice and health kits, and has also contributed to rebuilding elementary schools in affected areas such as Bantul, Padang Pariaman, and Aceh. Japfa Peduli collaborates with local governments, the National Disaster Management Agency (BNPB), NGOs, and local communities to deliver aid effectively. This collaborative approach ensures that assistance is well-coordinated and reaches those most in need

Through these efforts, Japfa reinforces its commitment to supporting communities and employees, ensuring resilience and recovery when it matters most.

Community Welfare and Economic Empowerment

Japfa plays an active role to foster community welfare and empower local economies. Through targeted initiatives, we support livelihoods, promote resilience and support those in need.

Participation in the Affordable Market Initiative	In March 2024, Japfa joined forces with local authorities in Padang Panjang to stabilise food supplies during important months leading up to Ramadan and Eid al-Fitr. By offering high-quality eggs at affordable prices, the initiative successfully sold 100 trays within two hours, meeting the overwhelming demand and providing community access to essential nutrition.
Supporting Financially Disadvantaged Families	<p>In July 2024, Japfa donated 20,000 day-old chicks (DOCs) to 300 underprivileged households. Each family received 50 to 100 chicks, along with training in poultry care and management. This initiative not only aims to improve nutrition for the families but also empowers them to generate sustainable income by establishing small-scale poultry businesses.</p> <p>In collaboration with the F&B Association in Ho Chi Minh City, Japfa donated 1 tonne of fresh food under the Japfa Best brand to support vulnerable families in the area, providing essential nutrition to those facing economic hardship.</p>

Japfa for Education

Education is the foundation for a brighter future, and we are committed to ensuring that every child has access to the tools and spaces they need to succeed. In Pedgaon, we funded the repair of school facilities, transforming them into safe and conducive learning environments. Additionally, we donated books to schools near our corporate office, providing students with essential learning resources and encouraging their educational development. These initiatives are part of our ongoing commitment to fostering growth and opportunity for the next generation.

Spreading Joy to Children

In celebration of the Mid-Autumn Festival, Japfa collaborated with local authorities to bring joy to underprivileged children by distributing 800 food packages. Each package, containing nutritious milk and sausages, provided wholesome meals while promoting the joy of celebration and well-being.



Vietnamese elementary school students receiving school bag donation

At Japfa, we believe that true success is measured not only by the growth of our business but by the positive, lasting impact we create in the communities we serve. From empowering individuals through education and economic opportunities to responding with urgency and care during times of crisis, our initiatives are driven by a deep commitment to social responsibility and sustainability. We remain dedicated to fostering a future where prosperity, well-being, and environmental stewardship go hand in hand, ensuring that we thrive together with the communities and ecosystems that sustain us.

GRI Index

Japfa Ltd has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024.

GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
General Disclosure				
GRI 2: General Disclosures 2021	2-1	Organisational details	11, 45	
	2-2	Entities included in the organisation's sustainability reporting	48	
	2-3	Reporting period, frequency and contact point	45	
	2-4	Restatements of information	48	
	2-5	External assurance	48	
	2-6	Activities, value chain and other business relationships	11, 13	
	2-7	Employees	14	
	2-8	Workers who are not employees	14	
	2-9	Governance structure and composition	20	
	2-10	Nomination and selection of the highest governance body	AR: 53-80	
	2-11	Chair of the highest governance body	AR: 40-41	
	2-12	Role of the highest governance body in overseeing the management of impacts	20	
	2-13	Delegation of responsibility for managing impacts	20	
	2-14	Role of the highest governance body in sustainability reporting	20, 22	
	2-15	Conflicts of interest	AR: 51	
	2-16	Communication of critical concerns	29	
	2-17	Collective knowledge of the highest governance body	SR: 127 AR: 43	
	2-18	Evaluation of the performance of the highest governance body	AR: 43	
	2-19	Remuneration policies	AR: 43-46	
	2-20	Process to determine remuneration	AR: 43-46	
	2-21	Annual total compensation ratio	AR: 45	
	2-22	Statement on sustainable development strategy	5-8	
	2-23	Policy commitments	15, 60, 111, 119	
	2-24	Embedding policy commitments	15, 20	
	2-25	Processes to remediate negative impacts	15, 47, 60	
	2-26	Mechanisms for seeking advice and raising concerns	15	
	2-27	Compliance with laws and regulations	15	
	2-28	Membership associations	18	

GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	46-47	
	2-30	Collective bargaining agreements	121	
Material Topics				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	49-52	
	3-2	List of material topics	50	
1. Workplace Ethics, Integrity, and Human Rights				
GRI 3: Material Topics 2021	3-3	Non-discrimination and equal opportunity	122-123	13.15.1
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	124	13.15.2
GRI 3: Material Topics 2021	3-3	Forced or compulsory labour	60	13.16.1
GRI 409: Forced or Compulsory Labor	409-1	Forced or compulsory labour	60, 119	13.16.2
GRI 3: Material Topics 2021	3-3	Child labour	60, 119	13.17.1
GRI 408: Child Labour	408-1	Child labour	60, 119	13.17.2
GRI 3: Material Topics 2021	3-3	Freedom of association and collective bargaining	60	13.18.1
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	60	13.18.2
GRI 3: Material Topics 2021	3-3	Employment practices	118	13.20.1
GRI 3: Material Topics 2021	3-3	Living income and living wage	120	13.21.1
GRI 2: General Disclosures 2021	2-23	Policy Commitments	15, 60, 111, 119	
	2-26	Mechanisms for seeking advice and raising concerns	15	
2. Access to Nutritious and Affordable Food				
GRI 3: Material Topics 2021	3-3	Food security	54-57	13.9.1
3. Food Safety Standards and Traceability				
GRI 3: Material Topics 2021	3-3	Food safety	58-60	13.10.1
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	57	13.10.2
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	57	13.10.3

GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
Additional Disclosures	N/A	SOP on traceability	60	
	N/A	List of food safety certifications	59	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	58	
	417-2	Incidents of non-compliance concerning product and service information and labeling	57	
	417-3	Incidents of non-compliance concerning marketing communications	57	
4. Occupational Health and Safety Management				
GRI 3: Material Topics 2021	3-3	Occupational health and safety	109-117	13.19.1
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	109	13.19.2
	403-2	Hazard identification, risk assessment, and incident investigation	110	13.19.3
	403-3	Occupational health services	112	13.19.4
	403-4	Worker participation, consultation, and communication on occupational health and safety	112	13.19.5
	403-5	Worker training on occupational health and safety	111	13.19.6
	403-6	Promotion of worker health	112	13.19.7
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	117	13.19.8
	403-8	Workers covered by an occupational health and safety management system	109	13.19.9
	403-9	Work-related injuries	117	13.19.10
5. Value Chain and Stakeholder				
GRI 3: Material Topics 2021	3-3	Supply chain traceability	60	13.23.1
6. Fair Remuneration and Benefits				
GRI 3: Material Topics 2021	3-3	Living income and living wage	107-122	13.21.1
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	122	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	118	
	401-3	Parental leave	118	
GRI 3: Material Topics 2021	3-3	Non-discrimination and equal opportunity	122-123	13.15.1
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	124	13.15.2
7. Animal Welfare Practices				
GRI 3: Material Topics 2021	3-3	Animal health and welfare	72-88	13.11.1

GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
8. Employee Training and Development				
GRI 3: Material Topics 2021	3-3	Training and development	125-136	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	131	
	404-2	Programmes for upgrading employee skills and transition	126	
	404-3	Percentage of employees receiving regular performance and career development reviews	131	
9. Safe Wastewater and Waste Management				
GRI 3: Material Topics 2021	3-3	Water and effluents	99-101	13.7.1
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	99	13.7.2
	303-2	Management of water discharge-related impacts	101	13.7.3
	303-3	Water withdrawal	101	13.7.4
	303-4	Water discharge	101	13.7.5
	303-5	Water consumption	101	13.7.6
GRI 3: Material Topics 2021	3-3	Waste	105-108	13.8.1
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	105	13.8.2
	306-2	Management of significant waste-related impacts	105-108	13.8.3
	306-3	Waste generated	108	13.8.4
	306-4	Waste diverted from disposal	108	13.8.5
	306-5	Waste directed to disposal	108	13.8.6
10. Fair Business Practices				
GRI 3: Material Topics 2021	3-3	Anti corruption	15	13.26.1
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	15	13.26.2
	205-2	Communication and training about anti-corruption policies and procedures	15	13.26.3
	205-3	Confirmed incidents of corruption and actions taken	15	13.26.4

GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
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	16	13.22.2
	201-2	Financial implications and other risks and opportunities due to climate change	31-32	13.2.2
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	64, 137-138, 149	13.22.3
	203-2	Significant indirect economic impacts	37, 143	13.22.4

GRI Standard		Disclosure	Page	GRI Sector Standard Ref. No.
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	88	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	15	13.25.2
GRI 302: Energy	302-1	Energy consumption within the organisation	94	
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 Anguilla bicolor is listed as Near Threatened according to International Union for Conservation of Nature's Red List of Threatened Species	
GRI 305: Emissions 2016	3-3	Emissions	103-104	13.1.1
	305-1	Direct (Scope 1) GHG emissions	38, 104	13.1.2
	305-2	Energy indirect (Scope 2) GHG emissions	38, 104	13.1.3
	305-3	Other indirect (Scope 3) GHG emissions	38, 104	13.1.4
	305-4	GHG emissions intensity	104	13.1.5
GRI 413: Communities	413-1	Operations with local community engagement, impact assessments, and development programmes	137	13.12.2

Topics in the Applicable GRI Agriculture Aquaculture and Fishing Sectors Determined as Not Material		
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

TCFD Index

TCFD Recommendations		Code	Page
Governance			
a)	Describe the board's oversight of climate-related risks and opportunities.	TCFD-Govt-a	20-23
b)	Describe management's role in assessing and managing climate-related risks and opportunities.	TCFD-Govt-b	20-23
Strategy			
a)	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	TCFD-Str-a	25, 30-32
b)	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	TCFD-Str-b	26, 29-33
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	25, 28
Risk Management			
a)	Describe the organisation's processes for identifying and assessing climate-related risks.	TCFD-Risk-a	25, 28-32
b)	Describe the organisation's processes for managing climate-related risks.	TCFD-Risk-b	25, 28-29
c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	TCFD-Risk-c	25, 28-30
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	40-41
b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emission, and the related risks.	TCFD-Metrics-b	38,40, 44
c)	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	TCFD-Metrics-c	40

2024

Sustainability Report

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