JAPFA LTD.

(the "Company") (Incorporated in the Republic of Singapore) Co Reg No.: 200819599W

MINUTES OF THE SEVENTH ANNUAL GENERAL MEETING (Virtual Meeting)

Webcast

Japfa Ltd, Conference Room

venue:

391B Orchard Road

#18-08 Ngee Ann City Tower B, Singapore 238874

Date/Time:

15 April 2021 / 3.00 pm

Present

(1) Hendrick Kolonas, Executive Director

On site:

Tan Yong Nang, Executive Director and Chief Executive Officer Kevin John Monteiro, Executive Director and Chief Financial Officer

Christina Chua Sook Ping, Head of Legal and Compliance, Company Secretary &

Shareholder

Cheng Sai Hong, Company Secretary and Shareholder Wee Ai Leen, Corporate Finance, Japfa Ltd and Shareholder

Present remotely:

(2) Ng Quek Peng, Independent Director Lien Siaou-Sze, Independent Director Manu Bhaskaran, Independent Director Tan Kian Chew, Independent Director Chia Wee Boon, Independent Director

- (3) 9 Shareholders*
- (4) In Attendance/By Invitation:

*Representatives from:

- (i) Boardroom Corporate & Advisory Services Pte Ltd, Share Registrar and Polling Agent;
- (ii) DrewCorp Services Pte Ltd, Scrutineer;
- (iii) Ernst & Young LLC;
- (iv) Rajah & Tann Singapore LLP;
- (v) Management / admin support, Japfa Ltd;
- (vi) Credit Suisse AG, Singapore Branch
- (vii) Motion Media Works, Webcast agent
- (viii) Lumi Holdings Ltd, Microsite Host

*Refer to attendance list for details.

1	INTRODUCTION OF DIRECTORS
1.1	Company Secretary, Ms Cheng Sai Hong, informed the meeting that Executive Chairman, Mr Handojo Santosa, sent his apologies for not being able to attend the Annual General Meeting ("AGM").
	She introduced the Executive Directors present on site and the Independent Directors, who attended the AGM remotely due to social distancing measures imposed.

and CFO invited a shareholder to propose a member of the Board of Directors to be the Chairm of the meeting. Shareholder, Chua Sook Ping Christina, proposed that Mr Tan Yong Nang be appointed as a Chairman of the meeting. KM invited a shareholder to second the nomination. Shareholder, Cheng Sai Hong, seconded the nomination of Mr Tan Yong Nang to be to Chairman of the meeting. Mr Tan Yong Nang having be duly nominated, presided as Chairman of the AGM and called the meeting to order. CHAIRMAN OPENING ADDRESS Chairman extended his welcome to the Shareholders and invited the Company Secretary explain the procedure of the Meeting. NOTICE OF MEETING AND MEETING PROCEDURES NOTICE OF MEETING AND MEETING PROCEDURES In he Notice of AGM dated 31 March 2021 was taken as read. Company Secretary informed the Meeting that: (i) In line with provisions allowed under the COVID-19 (Temporary Measures) (Alternatian Arrangements for Meetings for Companies, Variable Capital Companies, Business Trust Unit Trusts and Debenture Holders) Order 2020, the Chairman of the meeting has be appointed as the proxy to attend and vote on behalf of shareholders who have submitt their proxy forms at least 72 hours before the AGM. (ii) As set out in the Notice of the AGM, the resolutions to be tabled at the Meeting were voed by poll and counted based on the proxy forms that were submitted to the Company's Share Registrar - Boardroom Corporate & Advisory Services Pte. Ltd ("Boardroom"), at least hours before the AGM. (iii) Boardroom has been appointed as the Polling Agent and DrewCorp Services Pte Ltd been engaged as Scrutineer for the meeting. (iv) The votes from the proxy forms received from Shareholders have already been counted the Polling Agent and verified by the Scrutineer. The Chairman will announce the presults after the resolutions are put to vote. Following the briefing on the procedure of the Meeting, Company Secretary handed over the Meeting to Chairman informed Shareholders that as no questions were received from Sharehol	2	QUORUM
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	7.1	https://sias.org.sg/qa-on-annual-reports
2		

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Based on the poll results, Chairman declared Resolution 2 carried.				
Company."				
Chairman announced the poll results as follows:				
ercentage (%)				
99.73				
0.27				

11.2	Chairman announced the poll results as follows:				
		No. of Shares	Percentage (%)		
	FOR	1,810,970,624	99.73		
	AGAINST	4,860,570	0.27		
11.3	Based on the poll results, Chairman declared Res	solution 4 carried.			
12	RESOLUTION 5: RE-ELECTION OF DIRECTOR- MR TAN YONG NANG				
12.1	Chairman invited KM to take over as Chairma his re-election as Director the Company.	n of the Meeting as Resolut	ion 5 was in relation to		
12.2	KM put Ordinary Resolution 5 to vote: "That Mr Tan Yong Nang, be re-elected as a Di	irector of the Company."			
12.3	KM announced the poll results as follows:				
		No. of Shares	Percentage (%)		
	FOR	1,811,649,124	99.77		
	AGAINST	4,182,070	0.23		
12.4	Based on the poll results, KM declared Resolution Chairman.	on 5 carried and handed over	the meeting back to the		
13	RESOLUTION 6: RE-ELECTION OF DIRECTOR- MR KEV	IN JOHN MONTEIRO			
13.1	Chairman put Ordinary Resolution 6 to vote: "That Mr Kevin John Monteiro, be re-elected a		·."		
13.2	Chairman announced the poll results as follows:				
		No. of Shares	Percentage (%)		
	FOR	1,808,999,924	99.62		
	AGAINST	6,831,270	0.38		
13.3	Based on the poll results, Chairman declared Res	solution 6 carried.			
	1				
14	RESOLUTION 7: RE-ELECTION OF DIRECTOR-MR NG Q	UEK PENG			
14.1	Chairman put Ordinary Resolution 7 to vote: "That Mr Ng Quek Peng be re-elected as a Dire	ector of the Company."			
14.2	Chairman announced the poll results as follows:				
		No. of Shares	Percentage (%)		
	FOR	1,811,566,204	99.77		
	AGAINST	4,264,990	0.23		
14.3	Based on the poll results, Chairman declared R	esolution 7 carried.			
15	RESOLUTION 8: RE-ELECTION OF DIRECTOR - MS LIEN	SIAOU-SZE			

15.1	Chairman put Ordinary Resolution 8 to vote: "That Ms Lien Siaou-Sze, be re-elected as a Director of the Company."					
15.2	Chairman announced the poll results as follows:					
		No. of Shares	Percentage (%)			
	FOR	1,805,950,718	99.46			
	AGAINST	9,880,476	0.54			
15.3	Based on the poll results, Chairman declared Resolution 8 carried.					
	Date of the politicality, Charling accidence resolution o carried.					
16	RESOLUTION 9: RE-ELECTION OF DIRECTOR -MR MANU BHASKARAN					
16.1	Chairman put Ordinary Resolution 9 to vote: "That Mr Manu Bhaskaran, be re-elected as a Di	rector of the Company."				
16.2	Chairman announced the poll results as follows:	, , , , , , , , , , , , , , , , , , ,				
		No. of Shares	Percentage (%)			
	FOR	1,774,114,676	97.70			
	AGAINST	41,716,518	2.30			
16.3	Based on the poll results, Chairman declared Reso	olution 9 carried.				
17.2	"That Mr Tan Kian Chew, be re-elected as a Director of the Company." Chairman announced the poll results as follows:					
		No. of Shares	Percentage (%)			
	FOR	1,811,856,334	99.78			
	AGAINST	3,974,860	0.22			
17.3	Based on the poll results, Chairman declared Resolution 10 carried.					
18	RESOLUTION 11: RE-ELECTION OF DIRECTOR -MR CHIA	WEE DOON				
18.1	Chairman put Ordinary Resolution 11 to vote:					
18.2	"That Mr Chia Wee Boon, be re-elected as a Director of the Company." Chairman announced the poll results as follows:					
		No. of Shares	Percentage (%)			
	FOR	1,815,831,194	100.00			
			100.00			
	AGAINST	0	0.00			
18.3	Based on the poll results, Chairman declared Re	•				
18.3		•				
	Based on the poll results, Chairman declared Re	solution 11 carried.	0.00			

19.2	apply commencing from the second quarter of 20 Chairman announced the poll results as follows:	721.			
17.2	Chairman announced the poir results as follows.				
		No. of Shares	Percentage (%)		
	FOR	1,815,648,194	99.99		
	AGAINST	183,000	0.01		
19.3	Based on the poll results, Chairman declared Resolution 12 carried.				
	•				
20	RESOLUTION 13: PAYMENT OF DIRECTORS' FEES UP TO 3	1 MARCH 2022			
20.1	Chairman put Ordinary Resolution 13 to vote:				
	"That the payment of Directors' fees up to 31 structure be approved."	March 2022 based on the	he New Directors' j		
20.2	Chairman announced the poll results as follows:				
		No. of Shares	Percentage (%)		
	FOR	1,815,648,194	99.99		
	AGAINST	183,000	0.01		
20.2		1			
20.3	Based on the poll results, Chairman declared Resolution 13 carried.				
	RESOLUTION 14: PAYMENT OF DIRECT ON EXISTING DIRECTORS' FEE STRUC' NOT PASSED	ORS' FEES UP TO 31 N TURE IN THE EVENT	RESOLUTION 12		
21.1	RESOLUTION 14: PAYMENT OF DIRECT ON EXISTING DIRECTORS' FEE STRUC	ORS' FEES UP TO 31 N TURE IN THE EVENT	RESOLUTION 12		
22	RESOLUTION 14: PAYMENT OF DIRECT ON EXISTING DIRECTORS' FEE STRUC' NOT PASSED	ORS' FEES UP TO 31 M TURE IN THE EVENT ders have approved Resolu	RESOLUTION 12		
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"Instruments") that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into Shares, at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit; and

(ii) (notwithstanding that the authority conferred by this resolution may have ceased to be in force) issue Shares in pursuance of any Instrument made or granted by the Directors while this resolution is in force.

PROVIDED THAT:

- (1) the aggregate number of Shares issued pursuant to this resolution (including Shares issued in pursuance to any Instruments made or granted pursuant to this resolution), does not exceed 50 per cent. of the total number of issued Shares excluding treasury Shares (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of shares to be issued other than on a pro rata basis to shareholders of the Company (including Shares to be issued in pursuant of Instruments made or granted pursuant to this resolution) does not exceed 20 per cent. of the total number of issued Shares excluding treasury Shares (as calculated in accordance with sub-paragraph (2) below);
- (2) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares that may be issued under subparagraph (1) above, the percentage of issued shares shall be based on the total number of issued shares in the capital of the Company at the time this resolution is passed (excluding treasury shares), after adjusting for:-
 - (i) new Shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which are outstanding or subsisting at the time this resolution is passed; and
 - (ii) any subsequent bonus issue or consolidation or subdivision of Shares;
- (3) in exercising the authority conferred by this resolution, the Company shall comply with the provisions of the Companies Act, the Listing Manual of the SGX-ST (including supplemental measures thereto) for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and
- (4) (unless revoked or varied by the Company in general meeting) the authority conferred by this resolution shall continue in force until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is the earlier."
- 23.2 *Chairman announced the poll results as follows:*

	No. of Shares	Percentage (%)
FOR	1,749,294,374	96.34
AGAINST	66,536,820	3.66

- 23.3 Based on the poll results, Chairman declared Resolution 16 carried.
- 24. RESOLUTION 17: AUTHORITY FOR DIRECTORS TO OFFER AND GRANT AWARDS IN ACCORDANCE WITH THE PROVISION OF JAPFA LTD PERFORMANCE SHARE

	PLAN AND PURSUANT TO SECTION	161 OF THE COMPANIES	ACT, CAP 50	
24.1	Chairman put Ordinary Resolution 17 to vote: "That approval be and is hereby given to the Directors to:			
	(i) offer and grant Awards in acc Share Plan ("Share Plan") and put			
		e to time such number of fully- pursuant to the vesting of the	-	
	(b) (notwithstanding the authority conferred by this resolution may have ceased to be in force) to allot and issue from time to time such number of fully-paid new Shares as may be required to be delivered pursuant to any Awards granted by the Directors in accordance with the Share Plan awarded while the authority conferred by this resolution was in force, and			
	(ii) subject to the same being allowed by law, apply any Shares purchased under any share purchase mandate and to deliver such existing Shares (including treasury shares) towards the satisfaction of Awards granted under the Share Plan,			
	PROVIDED THAT the aggregate number Awards under the Share Plan on any dat which options or awards are granted unde the Company, shall not exceed fifteen per Company (excluding treasury Shares) the day	e, when aggregated with the r any other share option scher · cent. (15%) of the total issu	number of Shares over nes or share schemes of	
24.2	Chairman announced the poll results as follows:			
		No. of Shares	Percentage (%)	
	FOR	1,718,937,327	94.66	
	AGAINST	96,893,867	5.34	
24.3	Based on the poll results, Chairman declared	d Resolution 17 carried.		
	DESCRIPTION 10 DENEMAL OF THE	CHARE BURGHACE MAN	D 4 700	
25 25.1	RESOLUTION 18: RENEWAL OF THE Chairman put Ordinary Resolution 18 to vote		DATE	
23.1	"That:-	·		
	11141.			
	(a) for the purposes of Sections 76C an as amended or modified from time	e to time (the "Companies Ac	et"), the exercise by the	
	Directors of the Company of all tacquire issued ordinary Shares are exceeding in aggregate the Maximum prices as may be determined by the (as hereafter defined), whether by we	in the capital of the Compa um Percentage (as hereafter d Directors from time to time u	iny (the "Shares") not efined), at such price or	

(ii) off-market purchase(s) ("Off-Market Purchase(s)") (if effected otherwise than on the SGX-ST or, as the case may be, the Other Exchange) in accordance with any equal access scheme(s) as may be determined or formulated by the Directors of the Company as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act,

and otherwise in accordance with all other laws and regulations and rules of the SGX-ST or, as the case may be, the Other Exchange, as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "Share Purchase Mandate");

- (a) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Ordinary Resolution and expiring on the earliest of:
 - (i) the date on which the next Annual General Meeting of the Company is held;
 - (ii) the date by which the next Annual General Meeting of the Company is required by law to be held; or
 - (iii) the date on which purchases and acquisitions of Shares pursuant to the Share Purchase Mandate are carried out to the full extent mandated;
- (b) in this Resolution:

"Average Closing Price" means:

- (i) in the case of a Market Purchase, the average of the closing market prices of a Share over the five consecutive Market Days on which the Shares are transacted on the SGX-ST or, as the case may be, the Other Exchange, immediately preceding the date of the Market Purchase by the Company; or
- (ii) in the case of an Off-Market Purchase, the average of the closing market prices of a Share over the five consecutive Market Days on which the Shares are transacted on the SGX-ST or, as the case may be, the Other Exchange, immediately preceding the date of the making of the offer pursuant to the Off-Market Purchase,

and deemed to be adjusted in accordance with the Listing Manual of the SGX-ST for any corporate action that occurs during the relevant five-day period and the day on which the purchases are made;

"date of the making of the offer" means the date on which the Company makes an offer for an Off-Market Purchase, stating therein the purchase price (which shall not be more than the Maximum Price for an Off-Market Purchase) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase;

"Market Day" means a day on which the SGX-ST is open for trading in securities;

		"Maximum Percentage" means that numissued Shares (excluding treasury Shares Resolution; and			
		"Maximum Price" in relation to a Sh purchase price (excluding brokerage, con other related expenses) which shall not ex	nmission, applicable good	-	
		(i) in the case of a Market Purcha. Shares; and	se, 105.0% of the Averag	ee Closing Price of the	
		(ii) in the case of an Off-Market I 105.0% of the Average Closing P	1	equal access scheme,	
	(c)	the Directors of the Company and/or complete and do all such acts and things required) as they and/or he may consideransactions contemplated and/or authorized.	(including executing suc ler expedient or necessal	h documents as may be	
25.2	Chair	man announced the poll results as follows:			
			No. of Shares	Percentage (%)	
		FOR	1,815,699,964	100.00	
	AGAINST 0 0.00				
25.3	Based	on the poll results, Chairman declared Reso	olution 18 carried.		
26.	CLOS	SE OF MEETING			
26.1		being no other business to be transacted, the	ne Chairman declared the	Meeting closed at 3.30	

CONFIRMED AS A TRUE RECORD OF MINUTES

TAN YONG	G NANG		
CHAIRMA	N		