



# 2024 MISSION REPORT



YAVA was founded in 2012 to provide jobs and income to employees and farmers in Desa Ban, Karangasem, Bali, Indonesia, a poor region with very little formal employment, high prevalence of preventable health issues and significant out-migration. By providing jobs to villagers and by purchasing ingredients from local farmers at fair prices, YAVA directly contributes to improve education and health, particularly of women, in this area of Bali.

YAVA purchases many products from small farmers, including: cashews and coconuts; bananas, pineapples, papaya; Lontar Palm sugar; red rice and sorghum; and then processes them into ready-to-use ingredients. As a producer of finished foods, YAVA is rare by virtue of the extent of the processing it carries out. YAVA shells the cashews, peels, slices & dries the bananas, and prepares the sorghum.

YAVA transforms these and other healthy, minimally-processed ingredients into breakfast and snack foods for retail purchase. In Indonesia, YAVA primarily self-distributes to retailers in the modern market and minimarket channels. Internationally, YAVA sells to distributors in over 15 countries.



# BENJAMIN LIANG

Board Chair

# SAMUEL WAELTY

Board Member and Early Shareholder



As YAVA continues to grow by successfully blending delicious flavors with healthy ingredients, we remain steadfast in our mission. Proudly made in Indonesia, we source high-quality ingredients from diverse regions across the country, often collaborating directly with farmers and contracting seasons in advance to provide them with a more stable income.

We are committed to providing employment opportunities in Desa Ban, and as our sourcing expands to Eastern Indonesia, so does our hiring in Flores. Our focus on workforce growth goes beyond numbers; YAVA is dedicated to upskilling our team, fostering both corporate growth and individual development. This commitment is at the core of our company, as we believe that YAVA's success will benefit everyone involved.

Warm regards,

Benjamin Liang

Samuel Waelty

For each of the categories of our mission-driven actions and metrics on the following pages, the relevant icon(s) for the relevant United Nations Sustainable Development Goal (SDGs) appear(s). SDGs, also known as the Global Goals, were adopted by The United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. We use them here to provide context and to align with this important effort.



## SUSTAINABLE DEVELOPMENT GOALS





# CHRISTOPHER L. BAILEY

Chief Executive Officer



2024 brought YAVA new opportunities and challenges: As the first year after recovery from most of the economic impacts of Covid-19 in Bali and Indonesia, YAVA both achieved significant sales growth and faced increased competition.

YAVA met these opportunities by sharpening our operations across the company and within mission-specific areas, including: evaluating "make vs buy" decisions, accelerating development of the capabilities of our teams in the Ban and Oka production facilities, further assisting our farmer-suppliers to enable fulfilling YAVA's quantity and quality goals, and enabling staffing of expanded production shifts.

The metric outcomes in this 2024 report show many of the direct results of these decisions, including increases in wages paid in remote villages and training hours for factory staff. Some results retreated slightly, often reflecting the balancing of goals required to support growth. Overall, these improved mission outcomes both supported – and were supported by – significantly improved top and bottom line results for the company.

YAVA continues to develop as a growth-stage, category-leading food company, and as it creates benefits in rural villages as an integral part of the business.

Thank you for your involvement with YAVA, whether as customer, vendor or investor. The entire team and I look forward to reporting our future developments and results.

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the end.

Christopher L. Bailey

# TEAM



YAVA employs over 500 people as full time or contract staff at our factory in Desa Ban, Karangasem, Bali. These people live in and around Desa Ban, whose immediate region includes fewer than 10,000 people. In an area with few formal employers, these jobs create a significant economic impact for families and their villages.

YAVA works to develop our local team members to grow along with the company, both technically and for an increasing number, as managers. YAVA fully complies with all labor laws.

YAVA understands that full involvement of and support for women as employees is a crucial component of successful community development.



1 NO POVERTY



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES





Total Jobs (full time equivalents):

2023 471

2024 544



Department heads and coordinators who are local residents:

2023 85.7%

2024 85.7%



Average training hours annually, per person:

2023 8.5

2024 18



Total employees who are women:

2023 65.6%

2024 61%



Department heads and coordinators who are women:

2023 53.7%

2024 52.8%



# CHILD DEVELOPMENT



Our future depends on the investments we make in our children. Through the Yayasan Keluarga Mente (nonprofit) YAVA offers early education for 2-5 year olds in an on-site pre-school, Anakardia Kids (named after the latin name for cashews!). YAVA provides >50% of the operating cost, tuition pays for the remaining costs.

Currently approximately 50% of attendees are children of employees and the rest are children of nearby, non-employee families.



Number of children enrolled:

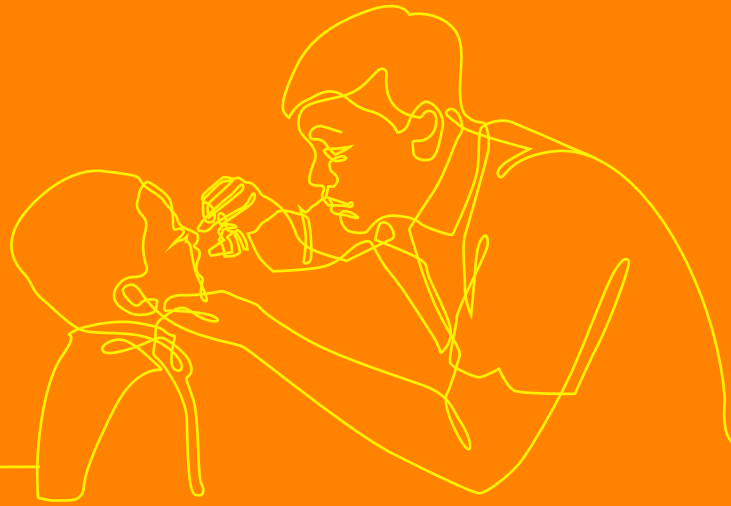
2023

53

2024

49

# HEALTH DEVELOPMENT



YAVA works to safeguard and improve the health of its employees in the remote villages in which it operates. In Desa Ban, YAVA provides on-site nurse and doctor-level care for acute situations, basic pregnancy care, and referrals for chronic conditions. The small health team gains an in-depth understanding of healthy behavior needs and in turn creates education materials and classes to support health-promoting behaviors.



## Patient Visits Outside of Work-Related Visits:

2023 838

2024 930



## Health Education Attendee Hours:

2023 1,688

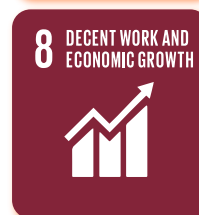
2024 1,771



# PURCHASING



YAVA purchases a wide range of raw ingredients from local farmers, from limes to coconuts to juru (Lontar Palm sugar) and from sorghum to cashews. We process these crops into ready-to-use ingredients before combining them into finished foods. YAVA significantly improved processing yield during 2024, leading purchases to grow relatively slowly.



Tons of raw ingredients purchased from Eastern Indonesia (net of changes in inventory):



2023 1,840 Metric Tons.

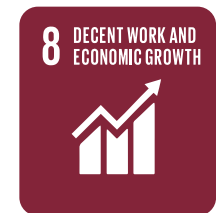
2024 1,869 Metric Tons.

The largest portion of this comes from cashews purchased from farmers in and around Desa Ban.

# FARMER DEVELOPMENT



YAVA works to improve the outcomes for farmers growing the crops we purchase by creating new or improved markets and by helping farmers improve the quality and quantity of crops. These improvement projects develop on a case-by-case basis as opportunities become apparent.



- ☛ To support YAVA's shift to use of only Lontar Sugar (Juru), YAVA worked with farmers to increase quantity and quality in the Desa Ban area. To create improvements in the juru supply in Oka, Flores, YAVA supported farmer travel so that the agricultural best practices in Ban could be shared to and adopted by the farmers in Oka.
- ☛ YAVA diversified its sorghum sourcing to include East Flores, and a long-term contract was signed with farmers in Likutuden Village, covering 15 Ha. A seed propagation project in Buleleng, Bali, supports this expansion by ensuring the availability of specific sorghum varieties. Sorghum thrives in dry conditions and has been a successful crop in the area of Larantuka, East Flores.
- ☛ To support the renewal of old and low-yielding cashew trees in and around Desa Ban, YAVA provided training and will provide materials for top working and scion grafting techniques. These can lead to an increase from 1T to 1.5T per hectare within 2 years, much faster than growing an entire new tree to full harvest in 5 years.



# COMMUNITY PROJECTS



YAVA provides regular support for Desa Ban's road upkeep and other village needs, and on occasion addresses specific community needs that support our focus on community health, economic development and education.



During 2024, YAVA funded several road repair projects, in addition to providing general support for the village of Ban.





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YAVA Bali



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