



**MENUTRISI
NEGERI
SEPENUH
HATI**

Public Expose

PT Ultrajaya Milk Industry & Trading Company Tbk

09 March 2026

Material Public Expose

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Company Overview

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Update Financial Report 2025

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Corporate Sustainability Strategy



01

Company Overview



Company Business Overview

Establishment and Production

- The Company was established in 1970 and began commercial production in 1975

Quality Excellence

- Pioneer of liquid milk beverage products with UHT technology;
- Quality aseptic packaging through partnerships with Tetra Pak Since 1975 and Combibloc Since 1998

Sustainable Growth

- Revenue Growth CAGR 6,5 % in the last 10 years;
- Listed on the Indonesia Stock Exchange since July 1990, ticker code **ULTJ**;
- Market leader in packaged beverage products (UHT Milk and Tea Ready-to-Drink) in Indonesia.

Farm Support

- Support of fresh milk supply from 2 large-scale dairy farming industries (Mega Dairy Farms) owned by the Company.
- Supply from farm industry and cooperative dairy farms including UMKM / Micro, Small, and Medium Enterprises

Production

- Production is carried out directly and through joint venture entities ("JV") and toll manufacturing;
- Vertically integrated and automated production processes.

Sales and Distribution

- Extensive sales and distribution network throughout Indonesia and overseas

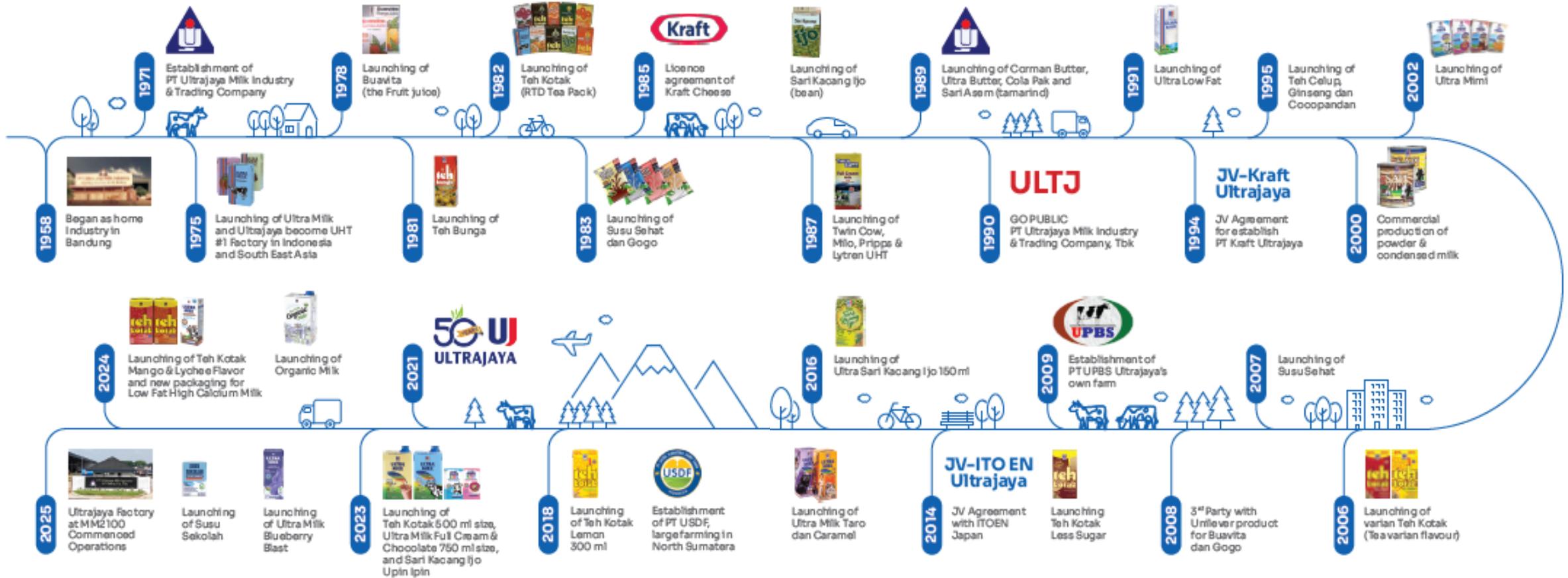
Product variety

- Developing over 25 variants of quality UHT beverage products, including milk and non-milk categories.
- Producing powdered milk and packaged juice drinks through Toll Manufacturing.

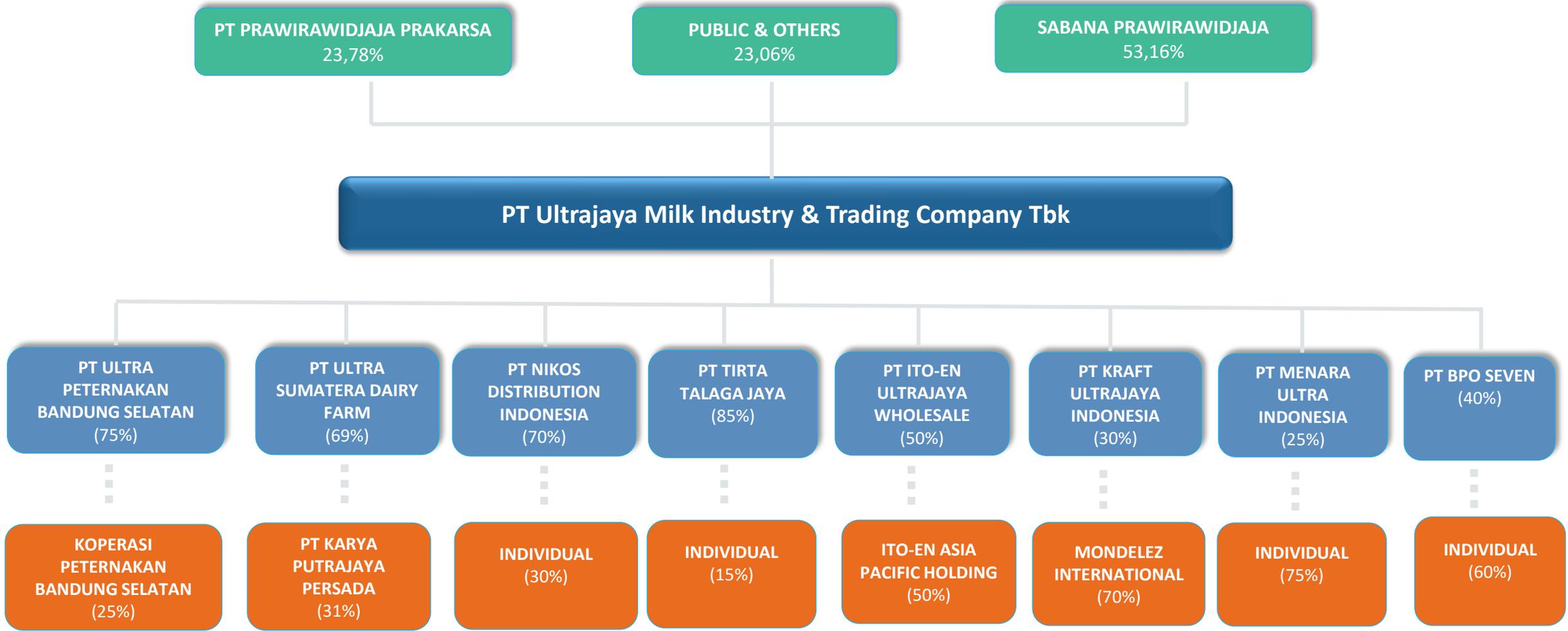
Company Milestone



**MENUTRISI
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Subsidiaries, JV & Associated



Data as of 31 December 2025



Board of Directors & Commissioners

Sabana Prawirawidjaja

Founder and President Direktur

- He is one of the founders of the Company.
- Appointed as President Director of the Company since 1971, Also serves as Commissioner at PT Kraft Ultrajaya Indonesia, Main Commissioner at PT NDI, Main Commissioner at PT Ito En Ultrajaya Wholesale, Commissioner at PT UPBS, and Main Director at PT USDF

Samudera Prawirawidjaja

Director

- Over 25 years of experience with Ultrajaya since 1989.
- Also serves as President Director of PT Campina Ice Cream Industry, Director of PT Kraft Ultrajaya Indonesia, Director of PT Ito En Ultrajaya Wholesale, and Commissioner of PT USDF.

Jutianto Isnandar

Director

- Worked at Ultrajaya since 1974 as Production Manager, Assistant Plant Manager, Sales & Distribution Manager and currently serves as Director.
- Previously worked at PT Indomilk, Also served as President Commissioner of PT Campina Ice Cream Industry

SUPIANDI PRAWIRAWIDJAJA

President Commissioner

- He is one of the founders of the Company
- Has served as Deputy Director of the Company (1971-1980).

SUHENDRA PRAWIRAWIDJAJA

Commissioner

- Also served as the manager of CH Art & Poetry Studio (1999-present)

SONY DEVANO

Independent Commissioner

- He has also worked as a CEO at SAR Tax & Management Consultant since 2013, has been a attorney at the Tax Court since 2000, has been a Partner at a Public Accounting Firm since 2018, and as a master program lecturer at Padjajaran University.

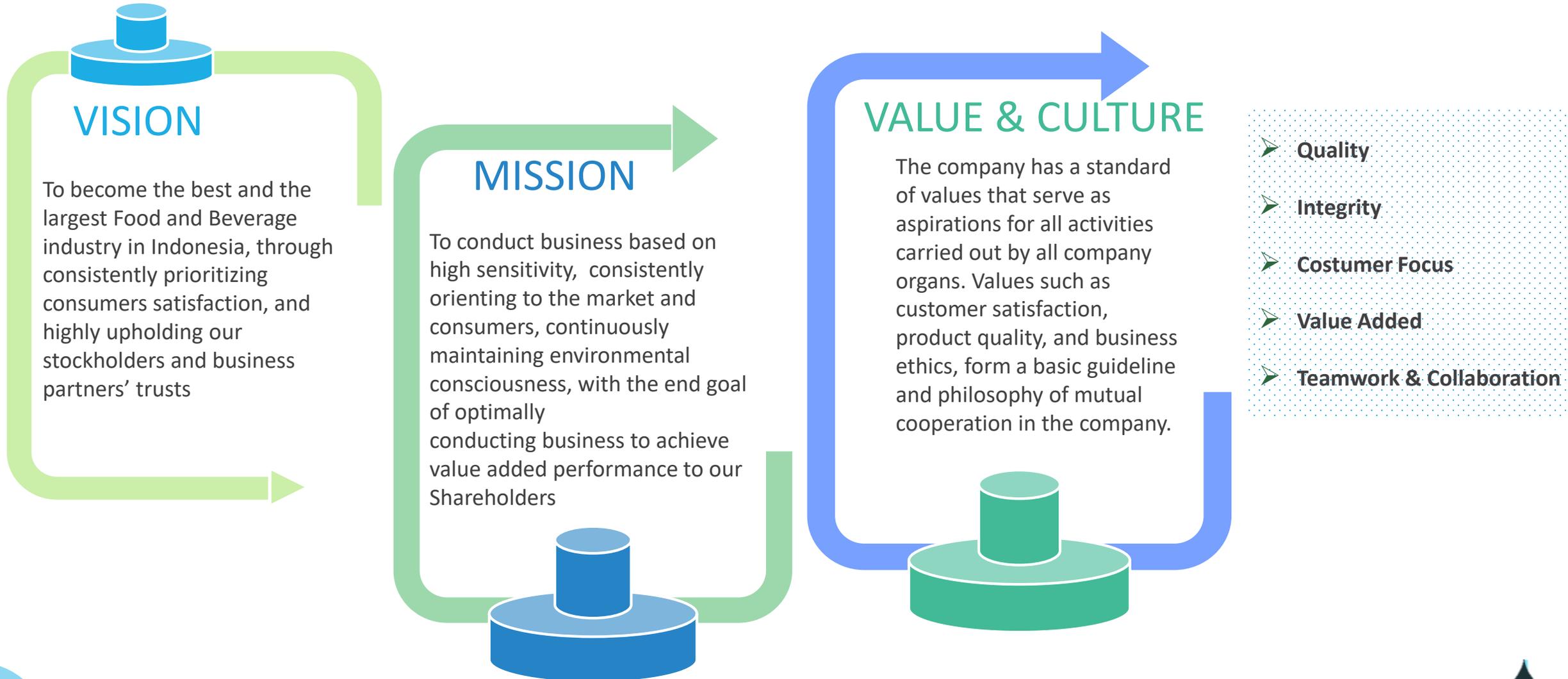
EVITA PUSPITASARI

Independent Commissioner

- Works also as a Lecturer in the Department of Accounting, Faculty of Economics and Business, UNPAD, since 1999;
- Audit Committee of the Indonesian Education University, since 2020; Expert Staff of SAR TAX Management & Consultant, since 2021;
- Partner of Sarana Solusi Nawala (SSN) Consulting, since 2023; Expert Staff of KAP Jojo Sunaryo & Rekan (JSR) Bandung Branch, since 2024

The complete profiles of the Board of Directors and Board of Commissioners can be found on the Company's website and Annual Report.

Vision, Mission, Values & Culture





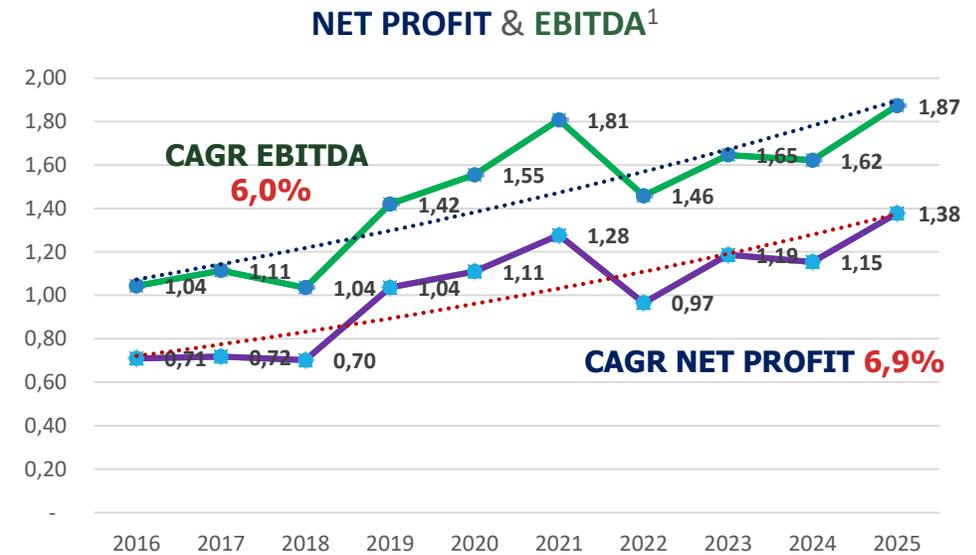
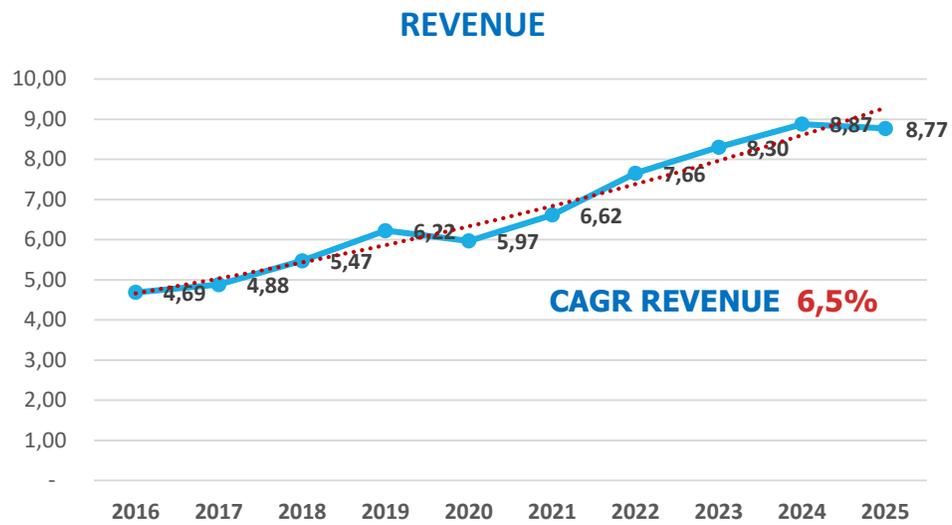
02

Update Financial Report 2025



Pertumbuhan Perseroan

CAGR (Compound Annual Growth Rate)

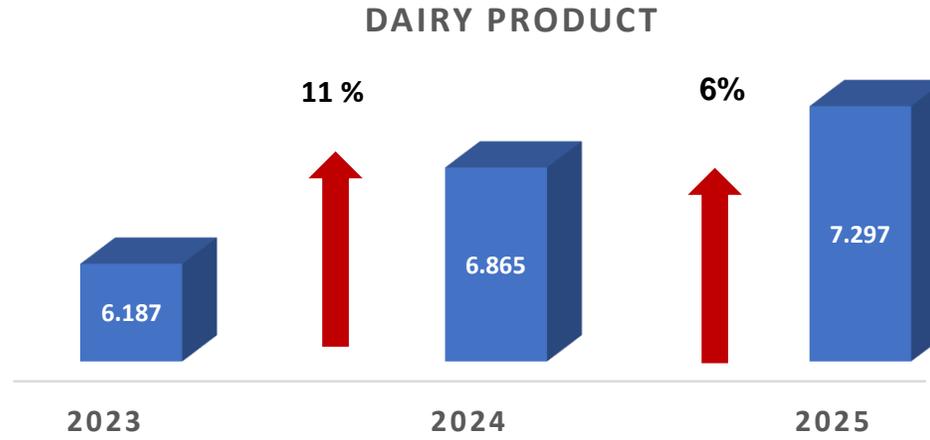
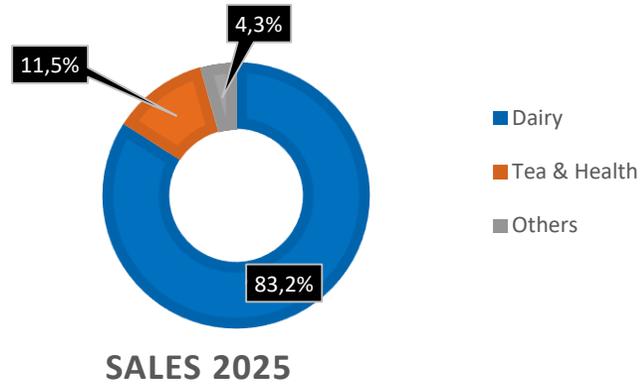


Numbers in Trillion Rupiah

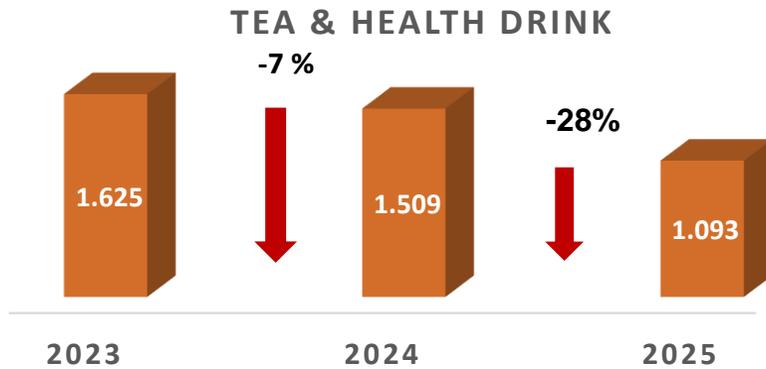
¹ EBITDA (Earning before interest, tax, depreciation, amortization);



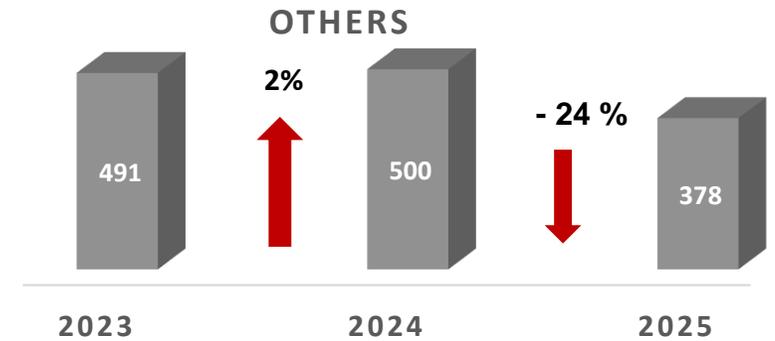
Business Overview



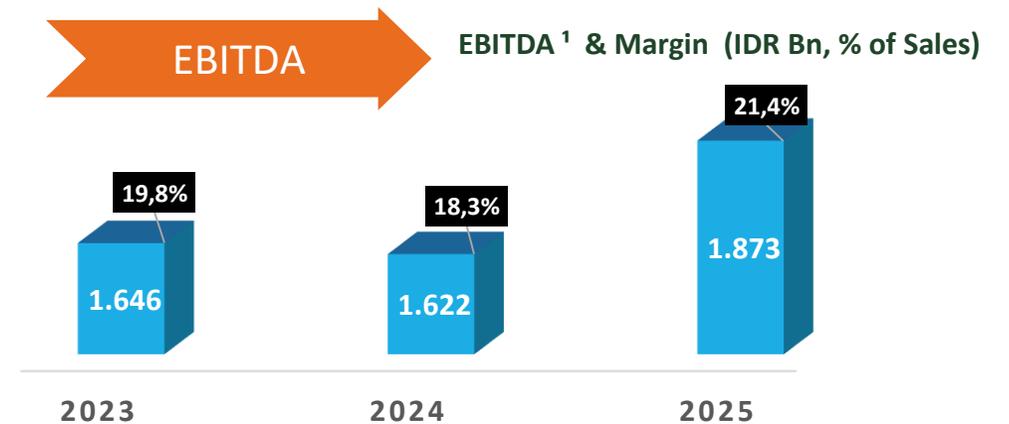
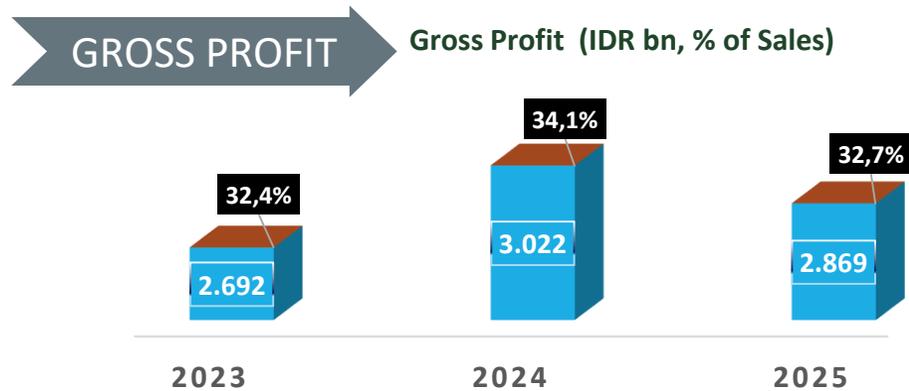
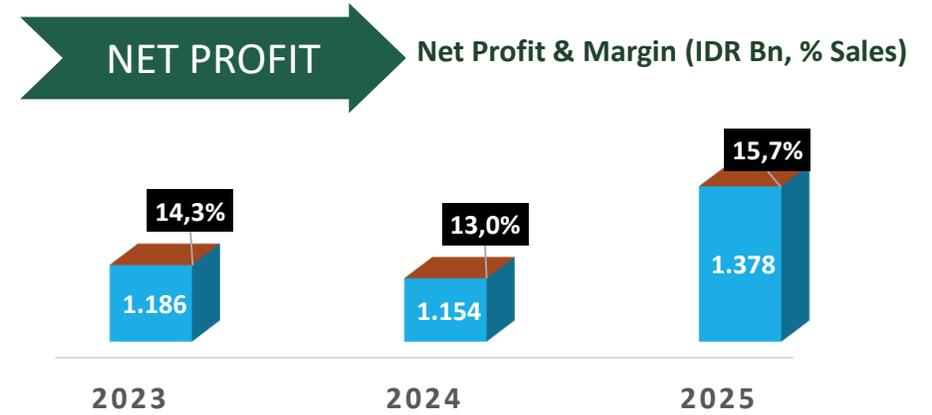
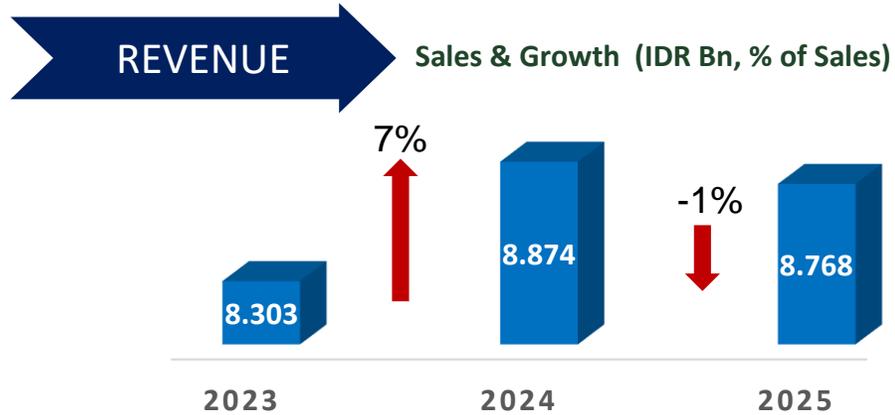
Market Share Susu **Ultramilk: 37%**
(Nielsen 31/12/2025)



Market Share Teh Kotak: **53%**
(Nielsen 31/12/2025)



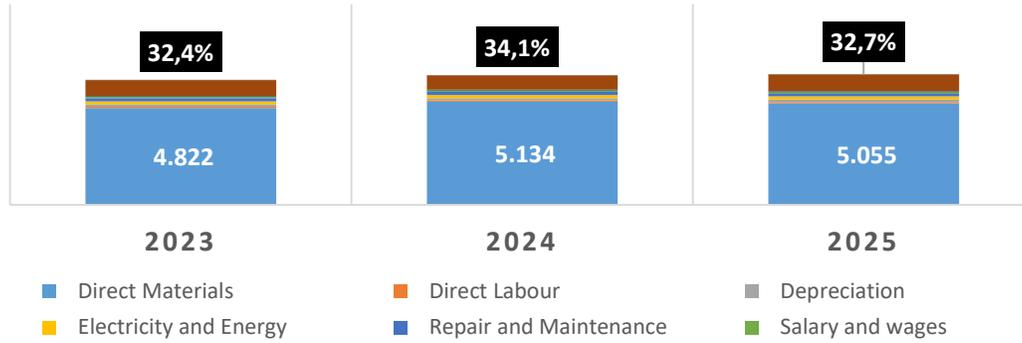
Tinjauan Keuangan



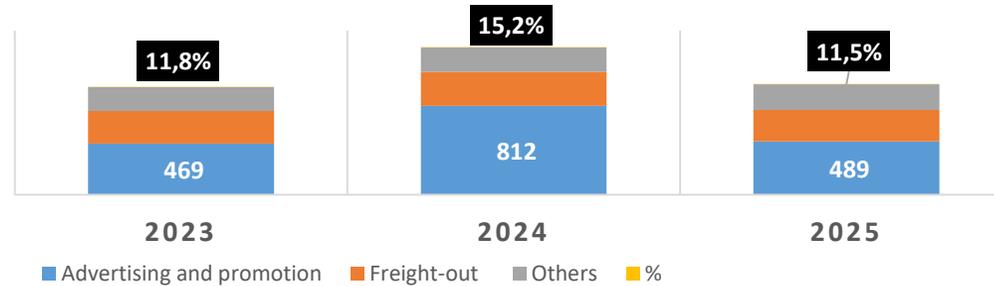
¹ EBITDA (Earning before interest, tax, depreciation, amortization)

Financial Highlights

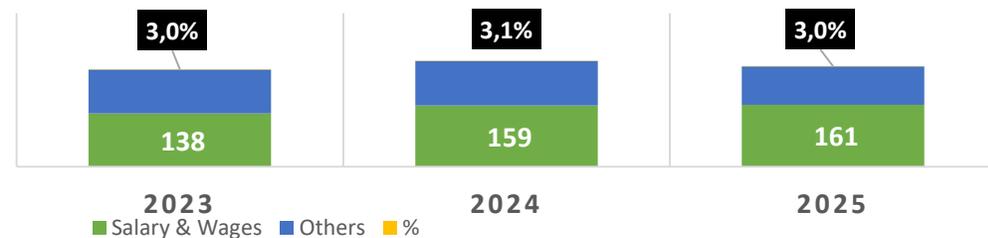
COST OF GOODS SOLD



SELLING EXPENSES

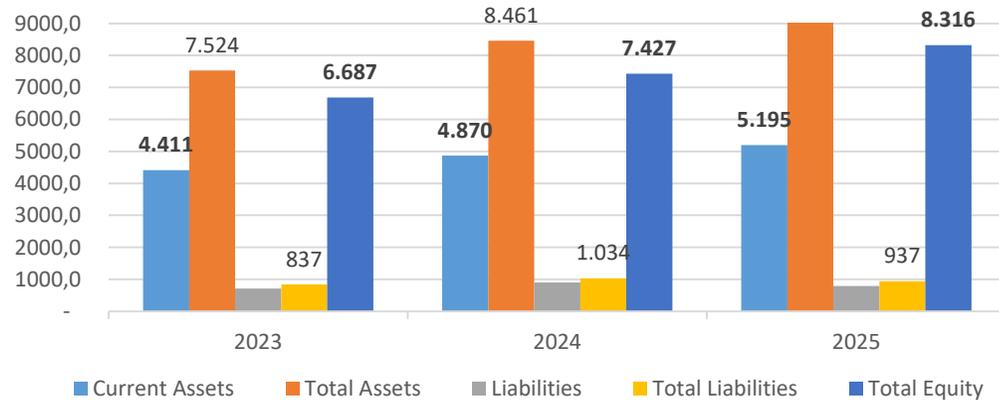


GENERAL & ADMINISTRATIVE EXPENSES



Financial Highlights

Balance Sheet (in Billion Rupiah)



Cash Flow (in Billion Rupiah)



Financial Ratio

	2023	2024	2025
<i>Profit (Loss) to Total Assets Ratio (%)</i>	15,8	13,6	14,9
<i>Profit (Loss) to Equity Ratio (%)</i>	17,7	15,5	16,6
<i>Profit (Loss) to Revenue Ratio (%)</i>	14,3	13,0	15,7
<i>Current Ratio (x)</i>	6,2	5,4	6,6
<i>Liabilities to Equity Ratio (x)</i>	0,1	0,1	0,1
<i>Liabilities to Total Assets Ratio (x)</i>	0,1	0,1	0,1

Capital Expenditures (in Billion Rupiah)



SUMMARY FINANCIAL REPORT

Balance Sheet

	As Of December 31 st		
(in IDR million)	2023	2024	2025
Current assets			
Cash	2.174.324	2.434.322	3.163.368
Trade receivables	710.304	818.519	740.928
Inventories	1.431.226	1.389.673	1.106.630
Others	95.621	227.234	183.904
Total current assets	4.411.475	4.869.748	5.194.830
Non-current assets			
Fixed assets	2.346.120	2.460.538	3.234.963
Investment in associates	111.185	132.526	163.648
Other non-current assets	655.176	998.553	660.029
Total non-current assets	3.112.481	3.591.617	4.058.640
Total assets	7.523.956	8.461.365	9.253.470
Current liabilities			
Trade and other payables	465.275	555.145	484.062
ST loans	1.567	1.694	1.622
Current portion of LT Lease	10.358	9.093	12.154
Other current liabilities	236.193	336.882	290.010
Total current liabilities	713.393	902.814	787.848
Non-current liabilities			
LT Lease	18.976	27.061	29.748
Deferred tax	2.529	7.384	10.766
Other	102.090	97.188	108.648
Total non-current liabilities	123.595	131.633	149.162
Total Liabilities	836.988	1.034.447	937.010
Minority interest	86.159	87.688	95.885
Equity	6.600.809	7.339.230	8.220.575
Total Liabilities and Equity	7.523.956	8.461.365	9.253.470

Income Statement

(in IDR million)	FY2023	FY2024	FY2025
Revenue	8.302.741	8.874.202	8.767.854
COGS	(5.611.170)	(5.852.425)	(5.898.543)
Gross profit	2.691.571	3.021.777	2.869.311
Selling expenses	(982.835)	(1.347.339)	(1.011.159)
General & administrative expenses	(252.663)	(275.431)	(261.414)
Other expenses & Income	17.142	49.318	88.577
Total	(1.218.356)	(1.573.452)	(1.183.996)
Operating Income	1.473.215	1.448.325	1.685.315
Finance income	69.861	37.424	38.979
Finance cost	(46.848)	(127)	(128)
Shares profit in associates / JV	11.057	21.341	22.922
Profit Before Income Tax	1.507.285	1.506.963	1.747.088
Income tax expenses	(321.124)	(353.047)	(369.628)
Profit after tax	1.186.161	1.153.916	1.377.460
Profit attributable to:			
Owners of the parent	1.169.212	1.136.624	1.353.297
Non-controlling interest	16.949	17.292	24.163
EBITDA	1.646.062	1.621.711	1.872.671

Cash Flow

(in IDR million)	FY2023	FY2024	FY2025
Cash flow from operations			
Net Cash flow from operating activities	1.589.836	1.568.773	1.929.102
Interest income	124.512	122.932	103.844
Interest expense	(45.168)	(127)	(128)
Income tax	(286.066)	(393.559)	(338.909)
Others	13.184	(36.436)	-
Net cash generated from operating activities	1.396.298	1.261.583	1.693.909
Cash flow from investing			
Capex	(391.908)	(581.136)	(482.751)
Others	873.854	23.614	12.730
Net cash from investing activities	481.946	(557.522)	(470.021)
Cash flow from financing			
Payment of Medium – Term Notes	(600.000)	-	-
Payment of lease payable	118	127	-
Others	(352.680)	(444.190)	(494.842)
Net cash from financing activities	(952.562)	(444.063)	(494.842)
Net increase/(decrease) in cash	925.682	259.998	729.046
Cash at beginning of year/period	1.248.642	2.174.324	2.434.322
Cash at end of year/period	2.174.324	2.434.322	3.163.368



03

Corporate Sustainability Strategy



Corporate Strengths



1

**Strong Industry
Fundamentals**



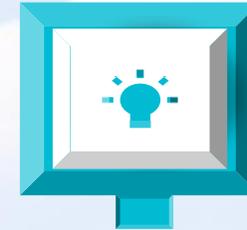
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**Leading Market
Position Ready to
Capture Sustainable
Growth**



3

**Vertically Integrated
and Automated
Production Facilities**



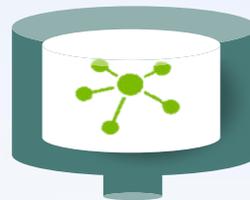
4

**Present in Multiple Categories
and Good Track Record in
Product Development**



5

**Strict Quality Control
throughout the
Production Chain**



6

**Extensive National
Distribution Network**



7

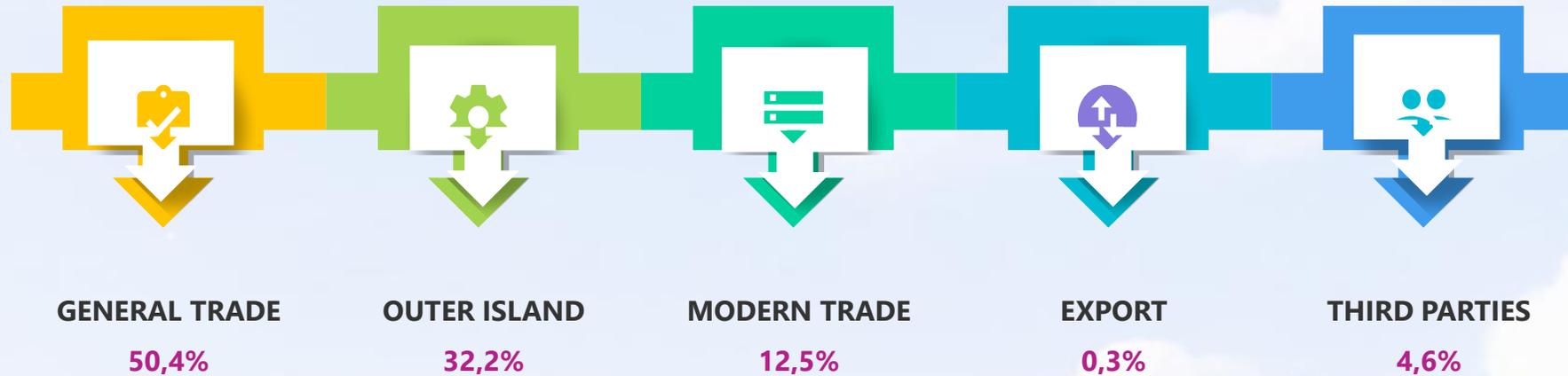
**Good Quality Fresh Milk
Supply**



8

**Highly
Experienced
Management**

Jaringan Distribusi



25 Representative Offices in Java

9 OFFICIAL STORE (e-commerce)

65 Authorized Distributors outside Java

87.500 Points of sale in Java

14 Overseas Distributors

Langkah Strategis

Continuous investment to improve operational efficiency and integrate ESG initiatives



Strengthen brand and expand market coverage to drive revenue growth



Sustained focus on new product development



Optimize distribution platform, ensuring optimal national availability



Develop farm and milk supply chain to ensure continuity of supply



Increase production capacity and warehouse



Promotion & New Product

As a strategic moves:

- Strengthen brand and expand market reach to drive revenue growth
- Sustained focus on new product development



New Product Launch 2025:
Ultramilk Blueberry Blast



Billboards in strategic areas and Box Truck Car Branding



Social Value Promotion

As a strategic move

- Strengthen brand and expand market reach to drive revenue growth
- Support ESG Initiatives



Blood Donation



National Children's Day Activities

Sports Activities



(Running)

Academic Activities



Religious activities, environmental initiatives, natural disaster relief, and others

Aktivitas sosial dan lingkungan secara lengkap akan termuat dalam Laporan Keberlanjutan 2025

Support Free Lunch Program (MBG)

As a strategic moves:

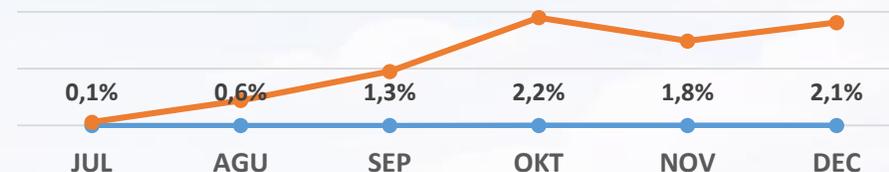
- Ultrajaya fully supports the Government's MBG program
- Strengthen brand and expand market reach to drive revenue growth
(As Free campaign to increase national milk consumption in the long run)



The Plus Point:

- 1) Produced by Ultrajaya, a company with a proven track record of maintaining product quality for over 50 years.
- 2) Contains Fresh Milk, Calcium, and Protein that meet the standards set by the BGN (National Nutrition Institution)

Sales School Product – Free lunch program
(direct order), % of total sales



New Facilities – UJ MM2100

As a strategic move:

- Increase production and warehouse capacity and support distribution
- Sustainable investment to improve operational efficiency, Productivity and integrate ESG Initiative



Total Area : 200.000 m²
 Building & Facility Area : 73.000 m²
 Open Space : 127.000 m²

Area Warehouse

+/- 25,000 m²

Capacity

36,940 Pallet position

System

- ERP** (*Enterprise Resource Planning*) **Oracle**
- ASRS** (*Automated Storage & Retrieval Systems*)
- 15 levels Rack FG**
- 14 Levels Rack RMPM**

Area Factory

+/- 38,000 m²

Capacity

Total : 400 kT / year
 - Phase I : 200 kT / year

System

- ERP** (*Enterprise Resource Planning*) **Oracle**
- HRIS** (*Human Resources Information System*)
- Automatic GEA Processing**
- Fresh Milk Reception**
- Tetrapak Technology**
- Robotic + AGV** (*Automatic Guided Vehicle*)
- MES** (*Manufacturing Execution System*)
- AI** (*Artificial Intelligent*) **Camera**



Location :

Jln. Irian XV, Blok RR No.15,
 MM2100 Industrial Estate,
 Cibitung, Jawa Barat.

New Facilities – UJ MM2100

Also as a strategic move:

- Implementation of ESG Initiatives

❑ **Systems & Technology:**

- Industrial 4.0
- Improving efficiency, productivity, and innovation in industry
- Automation (Robotics) machinery and material handling
- Internet of Things (IoT), integrated systems

❑ Enhancing Efficiency and Productivity

❑ Environmentally friendly (waste management, emission reduction)



Target 5-0-0-0:



- **Top 5 Best** UHT Factory in the world (Quality & Cost Efficiency)
- **Zero** Accident (Excellent workplace safety through incident prevention and strong Occupational Safety and Health - OSH culture)
- **Zero** Waste (Cost efficiency and waste minimization throughout entire operation process)
- **Zero** Carbon Emission (Sustainability commitment and environmental responsibility)

Water & Waste Management Initiatives:

- **Rain Water Harvesting**
Utilization and collection of rainwater as an alternative water source.
- **Closed-Loop Water System**
Production management system with high-efficiency water recycling (efficiency rate above 95%)
- **Biological Wastewater Treatment**
Wastewater treatment system using aerobic and anaerobic bacteria

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