







Company Overview

Company Overview



Pioneer in Ultra High Temperature ("UHT") processing in Indonesia, partnering with Tetra Pak since 1975.

- Largest manufacturer of UHT liquid milk in Indonesia
 - Market share of 39.3% in UHT liquid milk products¹
- Largest manufacturer of RTD tea in carton packs in Indonesia
 - ➤ Market share of 77.3% in the ready-to-drink ("RTD") tea in carton pack segment¹
- Also produces, directly or through JVs, or toll manufactures sweetened condensed milk, health drinks, cheese products, powdered milk and juices
 - Partnerships / agreements with leading multinationals including Unilever, Mondelez International, and Sanghiang Perkasa
- 4 Vertically integrated and highly automated production process
 - Best practices and stringent quality controls over the entire production chain
- 5 Extensive sales and distribution network throughout Indonesia

Notes:

1. Based on Nielsen data, UHT liquid milk market share by volume in Sept 2020 and RTD tea in carton pack market share by volume in Sept 2020

3Q2020 Revenue: **IDR 4,454 bn** *vs. LY -2.9%*

3Q2020 EBITDA: IDR 1,268 bn EBITDA margin: +28.2% vs. margin LY +24.1%

3Q2020 Net income: IDR 987 bn
Net income margin: +22.2%
vs. margin LY +17.9%





Business Overview



01

Dairy

- #1 in UHT liquid milk with 39.3% market share
- Offer a variety of products with different flavours and target customers
 - > Ultra Milk brand for adults and young children,
 - > Low Fat Hi Cal brand for health conscious customers Ultra
 - ➤ Ultra Mimi brand for young children
 - > Sweetened condensed milk under our own Cap Sapi brand
- In 9 months of 2020 total Dairy achieved sales of IDR 3,265 mio 73.2% of total net sales

02

Tea and Health Drink

- # 1 in RTD tea in carton packs with 77.3% market share
- Offer a variety of products UHT RTD tea drinks in various packaging options
 - > Teh Kotak Jasmine Regular and Less Sugar brands as primary UHT tea drinks sold in carton packs
 - > Teh Kotak Rasa brand for flavored UHT tea drinks
 - > Offer a variety of UHT health drinks, such as mung bean, tamarind drinks
- In 9 months of 2020 total Tea and Health drinks achieved sales of IDR 864 mio –19.4% of total net sales

Other

- Tolling agreement for production of powdered milk and UHT drink for an affiliate of PT Sanghiang Perkasa
- Tolling agreement for production of UHT fruit juice under the Buavita brand for PT Unilever Indonesia Tbk
- Exports to several countries in Asia, Middle East, Pacific Island, Nigeria, Australia and America
- In 9 months of 2020 total Other achieved sales of IDR 328 mio 7.4% of total net sales







Associated Company & Subsidiaries











Business Strengths

Business Overview







05. STRINGENT QUALITY CONTROLS ACROSS ENTIRE PRODUCTION CHAIN

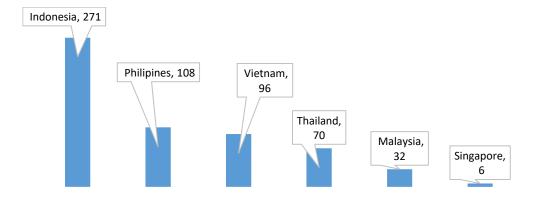
01. Robust Industry Fundamentals



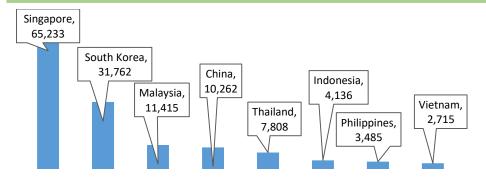
Despite the impact of Covid 19, the industry fundamentals remain strong in terms of country and the market we operate in Indonesia has shown fast real GDP growth and has significant potential in GDP per capita growth. In addition, Indonesia has the largest population in SEA and increasing urbanization will drive consumer demand going forward

Continued GDP Growth (World Bank) 4.9% 6.2% 6,0% 5,5% 5,0% 5.0% 5.0% 5.0% 11 12 13 14 15 16 17 18 19

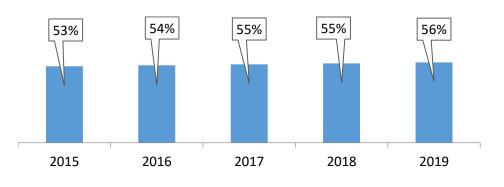
Largest population in SEA – 2018 population (million)



Significant potential in GDP per capita growth (US) (2019, US\$)



Expanding urban population - % of total population



Source: World Bank

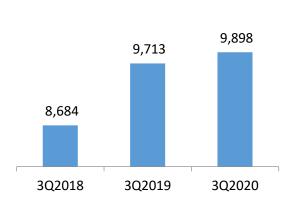
01. Robust Industry Fundamentals (cont')



Especially the liquid milk market in Indonesia, will continue to demonstrate strong growth, despite the Covid 19 related slowdown in 2020

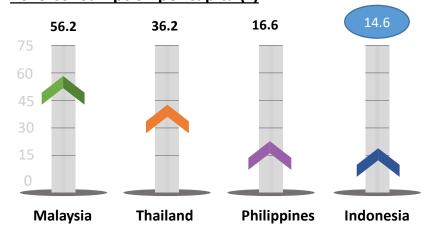
DAIRY

Market size Liquid Milk (IDR mio)



Source: Nielsen

2019 consumption per capita (L)



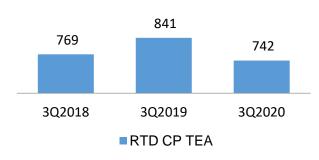
Source: Tetra Compass 2019

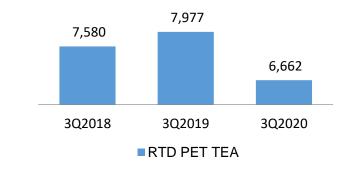
Key characteristics / trends

- Urbanization and increasing disposable income strengthening drinking milk demand
- Health and wellness trend driving growth
- Liquid milk outpacing powdered milk
 - Higher quality / perceived health benefits of liquid milk
 - Substitution of powdered milk to RTD liquid milk
- UHT makes up the largest segment of liquid milk
- Young adults are getting more accustomed to drinking milk compared to their parents

RTD TEA

Market size RTD Tea (IDR mio)





Key characteristics / trends

- Various packaging segments targeting different consumer needs, e.g.
 - Cup low end positioning
 - Carton primarily convenience, home and school consumption, impulse consumption
 - PET primarily impulse consumption
- Black tea is the largest product segment strong growth in niche segment

Source: Nielsen

02. Leading Market Position to capture position expected growth



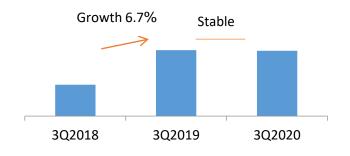
We are a leading player in fast growing consumer segments in Indonesia with award-winning brands

Largest in UHT milk and RTD tea in carton packs segments

Trusted brands among consumers with strong brand equity

High quality and healthy positioning allowing us to capture expected segment growth

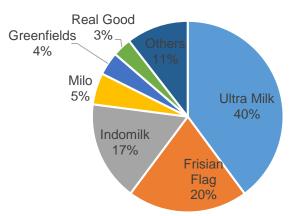
Volume market growth Liquid Milk in 2018-20201



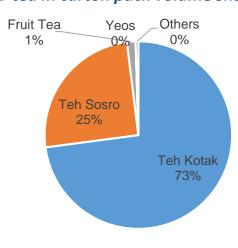
- Liquid milk shows very limited growth in 2020
- RTD TEA decrease 20% during 3Q2020 vs last year

Competitive landscape and market share in 30 September 2020

UHT milk volume share²



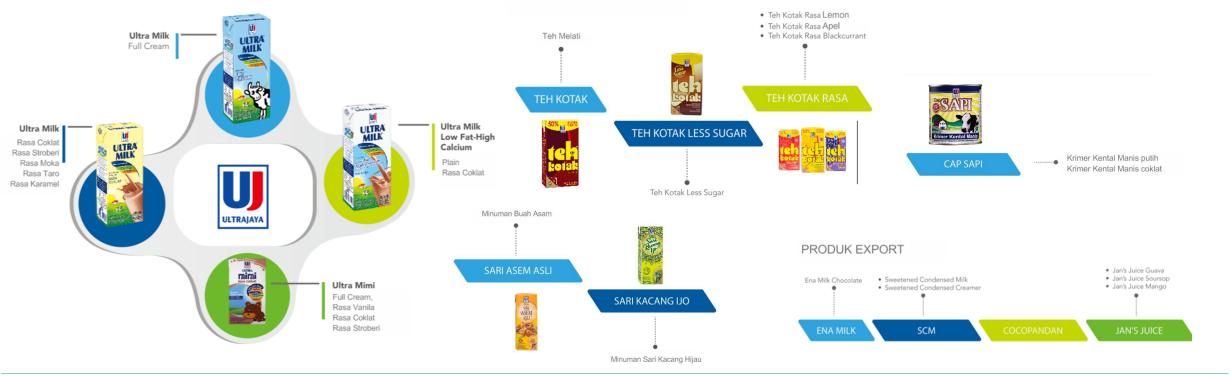
RTD tea in carton pack volume share³



lotes: 1,2,3 Source: Nielsen

03. Presence in multiple categories and track record of product development





Brand Awards/ Certifications



<u>Youtube</u> LeaderBoard 2020



Most Supportive
Sponsor 2019



<u>Top 10 Strongest</u> Local Brand 2018



RTD Flavoured Milk WOW Brand 2017



Most Recommended Brand
UHT category 2015



Most Recommended
Brand UHT category 2015



Indonesia Best Brand 2014



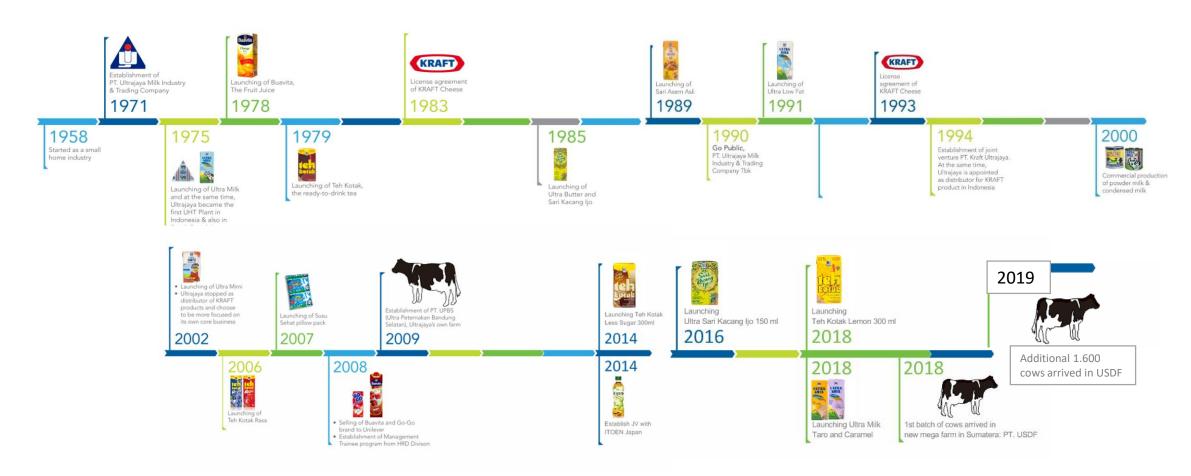
"Ultra Milk" – Top Brand 2013

03. Presence in multiple categories and track record of product development (con't)



Ultrajaya Milestone

We have continued to introduce new product categories and have developed products for different segments to expand our product reach.



04. Vertically integrated and Highly-Automated production facilities



Our production process is highly-automated with UHT treatment technology and an integrated aseptic packaging system

- Vertically integrated production process across all products
- Highly-automated production process with minimal human intervention
- Utilizes state-of-the-art production equipment and aseptic packing to ensure high quality standards
- Efficient Automated Storage and Retrieval System ("ASRS") implemented at warehouse using Automated Guided Vehicles ("AGVs")

Production processing overview¹

Raw materials delivery, cooling and storage

Formulation, purification, homogenization and pasteurization

UHT treatment

Aseptic storage and packaging

Packaging and warehouse storage





HIGHLY-AUTOMATED







Note:

05. Stringent quality controls across entire production chain



We consistently produce high quality products by implementing strict monitoring and quality control systems throughout our operations

- Full traceability and tracking of our products
- **Quality checks at multiple stages**
- 3 No product recall since establishment
- FSSC 22000:2010 Certificate
- 5 No additives or chemicals added to products







Multiple stages of testing throughout our operations

Inspection and testing of raw materials upon delivery

Highly-automated – minimal human contact

Products tested at multiple stages of processing

Testing of product samples and packaging

Electronic tagging of product labels

Products quarantined for incubation and testing

Electronic tagging of product labels

Raw materials delivery, cooling and storage

Raw materials delivery, cooling and storage

UHT treatment

Aseptic storage and packaging

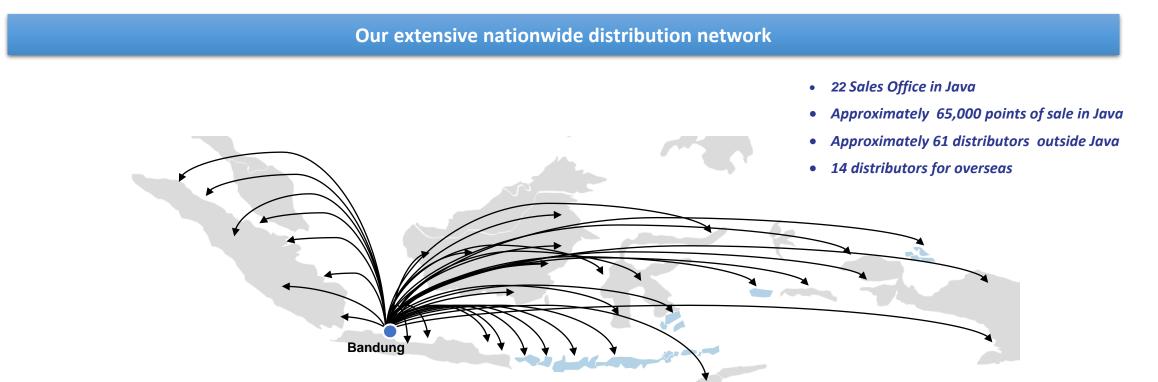
Packaging and warehouse storage

06. Extensive nationwide distribution network



We operate an extensive nationwide distribution network both in Java and to other regions

- Within Java sales to modern retail through our own sales force and to traditional retail through our subsidiary approximately 65,000 points of sale
- Outside Java we utilize approximately 61 distributors to reach retail outlets throughout the country



07. Growing Supply of high quality raw milk



We maintain a collaborative relationship with local dairy farmers to ensure consistent supply of high quality raw milk and aim to become less dependent on imported milk products with highly fluctuating prices and exchange rate

Dairy Farmers Cooperatives – majority of raw milk supply

- We maintain long-term relationships with several local dairy farmers cooperatives to ensure stable and high quality raw milk supply
- We have strong relationship with South Bandung Farmers' Cooperative ("KPBS"), which is a cooperative of dairy farmers in the Pangalengan area in West Java
- We have a dedicated team to work with local farmers for training and knowledge

- * Secure, stable and long-term supply
- * Access to high quality raw milk
- * Cooperative arrangement

Our Model Dairy Farm – South of Bandung

- UPBS joint venture with KPBS to operate a model dairy farm
- In 2020 with approximately 3500 animals (mature & young dairy cows)
- Exclusive supply for Ultrajaya
- Managed by experienced professionals in dairy farm operations
- We provide guidance, education, technical and managerial training as well as financing programs to local farmers

- * Improved dairy farming methods
- * Higher quality raw milk and higher output level
 - Replication of best practice and improvement of product quality at large scale

07. Growing Supply of high quality raw milk (cont')



We maintain a collaborative relationship with local dairy farmers to ensure consistent supply of high quality raw milk

Our farm in Berastagi, North Sumatera

- We have identified the need to further invest in milk availability
- Climate in area is favorable
- Capitalize on expertise gained in model farm
- Large scale farm with high yield international quality cows
- First phase of 2,000 imported pregnant heifers successfully completed

- * Control on supply and quality
- * Joint venture, shared investment
- * Unlock potential of Sumatera

Other initiatives

- Educate farmers on technique, hygiene, feed
- Smaller scale initiatives in South Bandung area ('colony' with cooperatives for up to 350 cows)
- CSR with student contribution learning-working.

- * Increase milk security
- * Benefit company and country

We do not consider ourselves to be dairy farming company, focus remains on manufacturing, branding and selling.

08. Highly experienced Management Team



Sabana Prawirawidjaja

Founder & President Director

- One of the founders of the Company. Appointed as the Company's President Director since 1971
- Also serves as the President Commissioner of PT Kraft Ultrajaya Indonesia, PT NDI, and PT Ito En Ultrajaya Wholesale, Commissioner of PT UPBS, and the President Director of PT Ultra Sumatra Dairy Farm

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 and PT Ito En Ultrajaya Wholesale, and the Commissioner of PT USDF

Jutianto Isnandar

Director

- Has been with Ultrajaya since 1974 as Production Manager, Assistant to the Plant Manager, Sales & Distribution Manager and now as a Director
- Previously worked at PT Indomilk
- Also serves as a President Commissioner of PT Campina Ice Cream Industry

Rob Nieuwendijk

Chief Financial Officer

- Has been with Ultrajaya since 2011
- Previously held senior management positions for leading dairy companies including FrieslandCampina and Royal Numico NV

Siska Suryaman

Head of Marketing

- Has been with Ultrajaya since 2010
- Previously held marketing positions at Mead Johnson Nutrition, Citibank Indonesia, Bentoel Prima and Kalbe Nutritional

Au Djamhoer

General Manager Sales

- Joined the company in 2020
- Previously held several senior positions in Sales and marketing in multinational companies such as Aqua Danone and Coca Cola

Flemming Schmidt

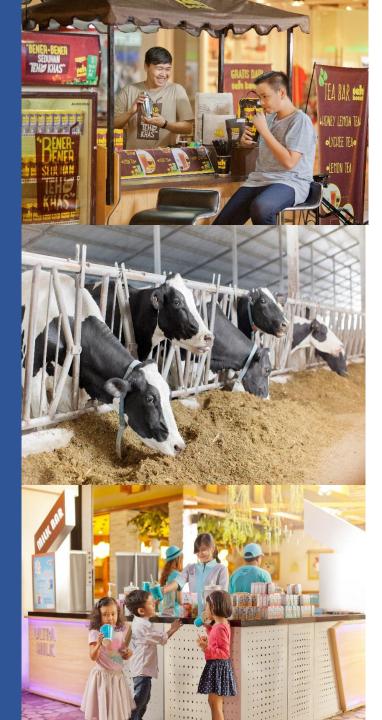
General Manager Engineering

- Has been with Ultrajaya since 1987, responsible for investments in new equipment
- Experienced in engineering and equipment

Henry Khor

General Manager Supply Chain

- Has been with Ultrajaya since 2008
- Previously held various supply chain management positions with Toll Asia Logistics and Cold Storage Chain





Strategies

Strategies



01

Further expand our distribution platform, taking into account whether Covid 19 will have LT changes

- Within Java
 - FOCUS: Increase penetration of modern and traditional retail
 - PLANS:
 - Expand the sales team on the ground
 - Continuously investing in training and in the quality of sales force
 - Improve sales efficiency through investing in IT and technology

Outside Java

- FOCUS: Support distributors expanding their reach
- PLANS:
 - Focus on distribution in Sumatra and Kalimantan
 - Help distributors secure financing to sell more of our products
 - Achieve IT connectivity with all of our distributors

02

Further expand our production and warehousing capacity

- Increasing Capacity
 - Optimize capacity in Bandung
 - To optimize capacity at our existing production facility
 - On-going investment in new packaging lines from Tetra Pak and Combibloc

- New Distribution Centre
- To help enhance distribution efficiency and speed to market
- Plan to start building new distribution center within the Greater Jakarta area in 2020/2021

New Production Facility

- To support longer term growth and expansion
- Planning of new modern and automated production facility to commence building in 2021
- Expected to be fully operational by 2022

Strategies cont'



03

Continued focus on new product development

- Joint Venture with Ito En
- Combine significant product expertise Ito En with our on the ground presence and knowledge
- Flexible approach to opportunities in new tea categories
- Be flexible on where opportunities exist
- Focus is on unsweetened category
- Outsource until volumes justify investing in own factory
- New products in the dairy segment
- Monitor customer preferences and identify new possibilities
- Introduced new flavours, to further develop the category and offer a wider range of products, also to improve presence on the shelves
- Identify any post Covid 19 opportunities

- Develop Tea Segment in carton pack
 - Continue to monitor the market for new opportunities for potential product launches
 - Look to develop and launch new products

- Develop new categories
 - Functional and value-added products
 - Consider launching products at the appropriate time, for example
 - Yoghurt drinks
 - Pasteurized milk

Strategies cont'



04

Expansion of Dairy Farming operations to secure supply source

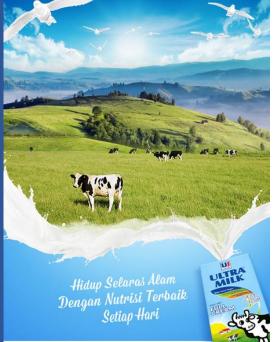
- Dairy fam JV in Sumatra
 - Long term plan for farm with 6,000 milking cows, with 2 rotary milking parlors
 - 69-31 JV with PT Karya Putrajaya Persada, a local partner
 - International technology and equipment

- "Model Farm" South of Bandung
 - 2000+ milking cows
 - > 10 years experience
- New farm (s) on Java to be built
 - Invest in feed farming (grass, maize) to ensure good quality feed at affordable prices
 - Build own feed mill

05

Continued investment to improve operational efficiency

- Production
 - Invest in upgrading to new equipment for production and packaging
 - Invest in new manufacturing facility and distribution center
- Quality Control
- Invest in new technology to improve efficiency and effectiveness of quality control procedures
- Waste Management
 - Invest in waste management processes such as recycling of waste and reducing waste water







Financial Highlights

Corporate Actions



Distribution of dividends on net income for the financial year 2019:

Shares Buyback

- Rp 12 (full amount) cash dividends per share
- Based on Annual Shareholders' General Meeting Deed No. 10 dated 25 August 2020 from Notary Ari Hambawan. S.H. M.Kn.
- Referring to OJK Circular Number 3 / SEOJK.04 / 2020 dated 9 March 2020 concerning "Other Conditions As Market Conditions That Fluctuate Significantly In The Implementation Of Shares Buyback Issued By Issuers or Public Companies"
- Announcement on June 25, 2020, via notification letter to OJK and IDX
- The purchase schedule has been fully implemented starting in 26 June 2020 and ends on 03 August 2020
- To buy 10% of the Company's outstanding shares or as much as 1,155,352,800 shares at a price of Rp. 1,600, / share
- To be held as treasury shares for a period of not more than 3 (three) years
- As one of the Company's efforts to increase shareholder value and the performance of the Company's shares so that it will provide great flexibility to the Company in managing capital to achieve a more efficient capital structure.

Corporate Actions (Contd.)



Issuance of Ultrajaya Medium Term Notes (MTN) 2020

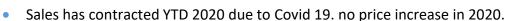
- Information Disclosure is published on November 16, 2020
- With a value of Rp. 3,000,000,000,000 and a period of 1, 2 and 3 years
- Reflects 48.20% of the Company's equity value based on the Financial Statements as of June 30, 2020 with a limited review issued by KAP Tanubrata Sutanto Fahmi Bambang & Rekan
- To finance and carry out business development

Financial strategies

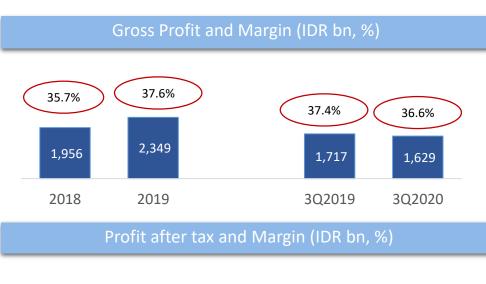


Historically, our business has been demonstrating strong growth momentum and robust profit generation capability. After a good first quarter in 2020, Covid 19 has impacted subsequent months





- Margins have been slightly below 2019, but remain strong.
- There is optimism with some caution going forward
- As costs have been controlled, profit margin can further improve in Q3.





Noto:

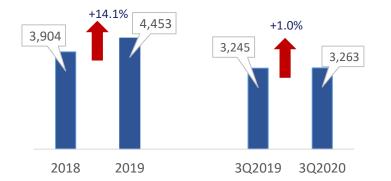
1 EBITDA= Earning (Net Income) except costs/expense interest, Tax, Depreciation and Amortization

Segments Net Sales breakdown



Our own branded products for the Indonesia market have performed strongly. Key factors for growth remain.





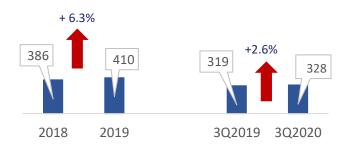
- Strong growth in white milk and family size packages
- Weak demand for flavoured, single serve packs due to less outdoors (schools closed, work from home etc)
- No price increase in 2020

Tea and Health drinks (IDR bn, %)



- Weak demand during Covid 19 time
- Recovery expected for 2021

Other (IDR bn, %)

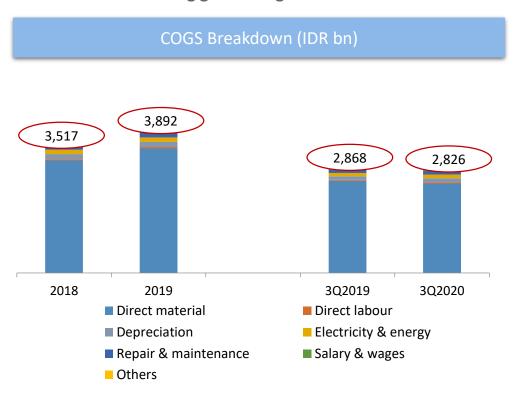


- Development UHT Toll manufacturing is good
- Exports slightly behind.

COGS Breakdown



We have seen declining gross margins due to lower volumes than expected but with increased costs due to inflation, salaries and other



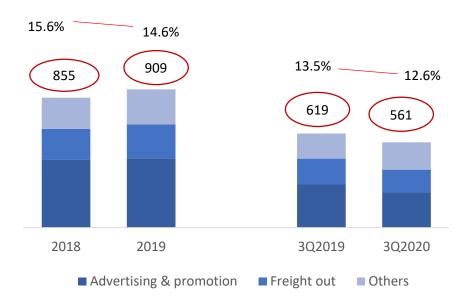
As % of net sales	2018	2019	3Q2019	3Q2020
AS % OF FIEL SaleS	2010	2019	3Q2019	3Q2020
Direct Materials	52.3%	52.8%	53.4%	51.4%
Direct Labor	0.5%	0.6%	0.6%	0.7%
Depreciation	2. 4%	2.1%	2.1%	2.4%
Electricity and Energy	2.0%	1.9%	1.9%	2.2%
Repair and Maintenance	1.9%	2.1%	2.0%	2.0%
Salary and Wages	1.0%	1.0%	1.0%	1.1%
Others	3.0%	3.2%	3.2%	3.0%
Other COGS (excl direct materials)	10.8%	10.9%	9.1%	11.5%
Total COGS	64.3%	62.4%	62.6%	63.4%

- Majority of COGS comprise direct materials a.o raw milk, tea leaves, sugar, milk powder and packaging
- Conversion costs have slightly increased, a.o because of lack growth in production volume and depreciation on new equipment

Operating Expenses

Operating expenses are under control

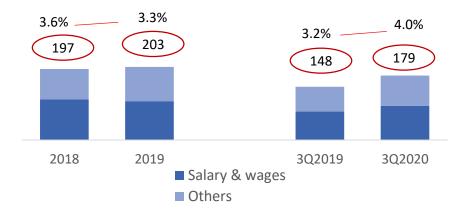
Selling expenses breakdown (IDR bn, % of NS)



- Advertising & Promotion (A&P) spend, which is the largest selling expense, has decrease substantially. Activities have been cancelled or reduced
- Logistics costs vary with volumes and fuel prices
- Other selling costs largely comprise salary and rent expenses and increased at lower pace than sales



General and admin expenses breakdown (IDR bn,% of NS)

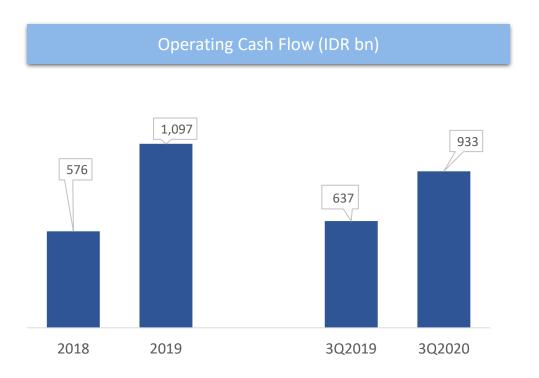


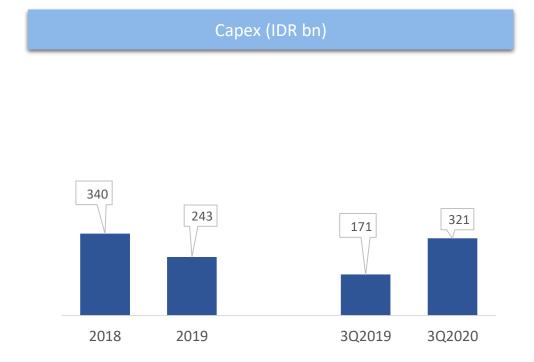
- Salary expenses are the largest component of general and administrative expenses and have remained relatively stable
- General and administrative costs on relatively low level, although some increases have happened

Operating Cash Flow and Capex



Cash flows historically have been sufficient to fund capex requirements





- Cash flows from operating activities increased in 2018 corrected for 735 bio IDR invested in government bond
- We are able to generate sufficient cash flow to meet ST investing and financing requirements.

- Major capex projects mainly as project development (DC, office, Long Term additional manufacturing)
- USDF as a 69-31 joint venture has until now been fully financed with capital contributions and shareholder loan









Summary Highlights

Income Statement

	Full Y	'ear	3rd Quarter	
(IDR million)	2018	2019	2019	2020
SALES	5,472,882	6,241,419	4,585,139	4,454,435
COST OF GOODS SOLD	(3,516,606)	(3,891,701)	(2,868,423)	(2,825,867)
GROSS PROFIT	1,956,276	2,349,718	1,716,716	1,628,568
Selling expenses	(855,358)	(908,877)	(619,375)	(561,294)
General & administrative expenses	(196,900)	(202,883)	(148,193)	(178,781)
Other expenses	(11,453)	26,436	44,590	234,841
OPERATING INCOME	892,565	1,264,394	993,738	1,123,334
Finance income	60,084	105,655	70,801	91,953
Finance cost	(2,107)	(1,661)	(1,269)	(262)
Shares of net (loss) in associates or JV	(1,524)	6,971	7,647	30,814
PROFITS BEFORE INCOME TAX	949,018	1,375,359	1,070,917	1,245,839
Total Income Tax	(247,411)	(339,494)	(250,348)	(259,119)
PROFIT FOR THE PERIOD	701,607	1,035,865	820,569	986,720
OCI	738	(5,674)	-	(4,936)
TOTAL COMREHENSIVE INCOME	702,345	1,030,191	820,569	981,784



	Full Yo	ear	3rd Quarter	
(IDR million)	2018	2019	2019	2020
Profit for the year attributable to:				
- Owners of the parent	697,784	1,032,277	814,318	973,711
- Non-controlling interest	3,823	3,588	6,251	13,009
PROFIT FOR THE PERIOD	701,607	1,035,865	820,569	986,720
Total comprehensive income for the ye	ar attributable to	<u>o:</u>		
- Owners of the parent	699,214	1,026,775	814,318	968,912
- Non-controlling interest	3,131	3,416	6,251	12,872
TOTAL COMREHENSIVE INCOME	702,345	1,030,191	820,569	981,784
EBITDA	1,035,324	1,418,685	1,105,805	1,268,424

Balance Sheet



	As of December 31st		As of September 30th	
(IDR million)	2018	2019	2019	2020
Current assets				
Cash	1,444,310	2,040,591	1,682,562	710,205
Trade receivables	530,498	613,245	626,090	542,270
Inventories	708,773	987,927	832,215	1,094,795
Others	109,940	74,878	360,815	96,003
Total current assets	2,793,521	3,716,641	3,501,682	2,443,273
Non-current assets				
Livestock	80,476	158,839	158,765	170,414
Investment in Associates and JV	101,506	108,477	109,154	155,791
Fixed assets	1,453,135	1,556,666	1,546,542	1,681,282
Government Bond	735,084	708,869	719,519	698,579
Other non current assets	392,149	358,930	355,259	434,908
Total non-current assets	2,762,350	2,891,781	2,889,239	3,140,974
Total assets	5,555,871	6,608,422	6,390,921	5,584,247

	As of Decem	nber 31st	As of September 30th	
(IDR million)	2018	2019	2019	2020
Current liabilities				_
Trade and other payables	302,403	451,990	443,245	389,870
ST loans	26,397	2,705	2,665	2,211
Current portion of LT Loans	27,153	20,196	16,912	-
Other current liabilities	279,208	361,423	385,888	441,760
Total current liabilities	635,161	836,314	848,710	833,841
Non-current liabilities				
LT debt	31,787	9,914	-	-
Deferred tax	14,762	12,252	7,796	-
Other	99,205	94,803	88,905	108,538
Total non-current liabilities	145,754	116,969	96,701	108,538
Total Liabilities	780,915	953,283	945,411	942,379
Minority interest	114,684	106,700	109,535	107,672
Equity	4,660,272	5,548,439	5,335,975	4,534,196
Total Liabilities & Equity	5,555,871	6,608,422	6,390,921	5,584,247
Total Liabilities & Equity	3,333,671	0,000,422	-0,390,921	3,364,247

Cash Flow Statement



	Full Year		Ended 30 Sept	Ended 30 September	
(IDR million)	2017	2018	2019	2020	
Cash flow from operations					
Cash receipts from operating activities	1,264,458	719,629	794,558	963,666	
Interest income	80,355	60,084	70,801	91,953	
Interest expense	(1,500)	(1,247)	(1,268)	(262)	
Income tax	(347,000)	(291,922)	(152,536)	232,542)	
Others	76,203	89,279	(74,560)	110,526	
Net cash generated from operating activities	1,072,516	575,823	636,995	933,341	
Cash flow from investing					
Capex	(351,804)	(348,138)	(171,420)	(321,245)	
Others	(47,883)	(741,048)	10,448	(1,831,663)	
Net cash from investing activities	(399,687)	(1,089,186)	(160,972)	(2,152,908)	
Cash flow from financing					
ST loans ¹	(470)	24,163	(23,732)	(495)	
LT loans	-	-	(36,303)	(17,164)	
Others	(73,331)	(186,890)	(177,736)	(93,160)	
Net cash from financing activities	(73,801)	(162,727)	(237,771)	(110,819)	
Net increase/(decrease) in cash	599,028	676,090	238,252	(1,330,386)	
Cash at beginning of year/period	1,521,372	2,120,400	1,444,310	2,040,591	
Cash at end of year/period	2,120,400	1,444,310	1,682,562	710,205	