



C O R P O R A T E   P R E S E N T A T I O N

# PT Nusantara Sawit Sejahtera Tbk

*First Quarter 2026*

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LISTED ON IDX  
**NSSJ**

4 May 2026



# Company Background

Founded in 2008 and listed on IDX in March 2023, PT Nusantara Sawit Sejahtera Tbk is an integrated palm oil producer operating five subsidiaries across Central Kalimantan — known for an experienced management team and best-in-class cultivation practices.

<b>2008</b>	<b>Mar 2023</b>	<b>5</b>	<b>Central Kalimantan</b>
<b>FOUNDED</b>	<b>IDX LISTING</b>	<b>SUBSIDIARIES</b>	<b>OPERATING REGION</b>

## CORE BUSINESS

Cultivation of oil palm and production of crude palm oil (CPO) and palm kernel (PK) through integrated nucleus and plasma estates.

## ASSET BASE

Approximately 28,130 ha planted area across nucleus operations, plus 16,575 ha of unplanted landbank for expansion.

## PROCESSING

Two operating CPO mills with combined capacity of 120 tons/hr (720,000 tons/pa), supported by direct piping logistics to special terminals.

# Company Milestones

## 2008-12

Five companies established; 60,000 ha land permit; 9,730 ha planted

## 2014

HGU obtained for NSP, BSP, PMM (29,616 ha); 1st CPO mill construction

## 2017

NSP special terminal completed

## 2023

Listed on IDX (10 March 2023)

## 2013

BNI loan IDR 800bn for 12,274 ha planting and CPO mill financing

## 2015

BRI loan IDR 2.2tn for NSP, BSP, PMM; first mill commissioned

## 2020-21

Plasma program reaches 26,077 ha nucleus and 594 ha plasma; 2nd mill at BSP under construction

## 2024-25

2nd CPO mill and BSP terminal completed; 1st interim dividend paid

*From greenfield establishment to listed integrated producer in 15 years.*

# Business Principles

## VISION

To become a world-class, responsible and sustainable producer of crude palm oil through continuous improvement, while raising the standard of living within the surrounding community.

## MISSION

To adopt the highest social and environmental standards, uplift the workforce and surrounding communities, and implement Good Corporate Governance for enhanced value to all stakeholders and shareholders.

## CORE VALUES

01

### Integrity

Honest, ethical conduct in all business relationships

02

### Prosperity

Shared value creation for stakeholders and communities

03

### Professionalism

Excellence and discipline in operational execution

04

### Environmental Sustainability

Responsible stewardship of land and ecosystems

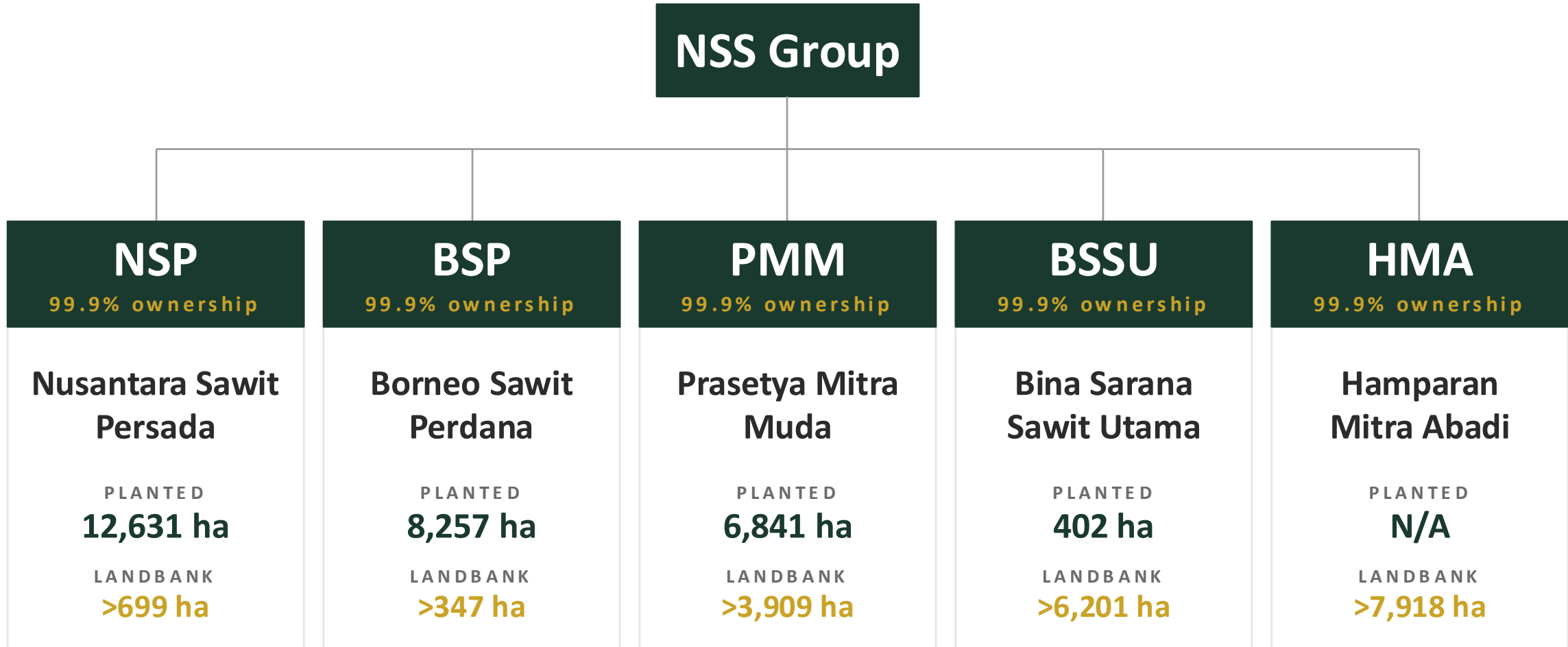
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### Good Corporate Governance

Transparency and accountability at every level



# Corporate Structure



*All subsidiaries are 99.9% owned by NSS Group. Landbank refers to unplanted area available for expansion.*

# Corporate Advantages

## 01

### Young & Productive

*Plantation profile favors growth.*

Average estate age of 11.5 years places assets in their highest-yielding window. Productivity exceeds peer average, with majority of plantings still approaching optimal maturity.

# 11.5 yrs

AVG. PLANTATION AGE

## 02

### Strong Operations

*Cost discipline drives margins.*

Margins exceed industry average. Direct piping logistics and integrated mill infrastructure deliver materially lower transport, processing, and oil-loss costs than peers.

# 72.8%

CPO MILL UTILIZATION

## 03

### Seasoned Management

*Industry track record with depth.*

Led by President Director Teguh Patriawan, who oversaw the development of over 120,000 ha of Sinarmas' CPO estates, supported by a team with multi-decade industry tenure.

# 120k ha

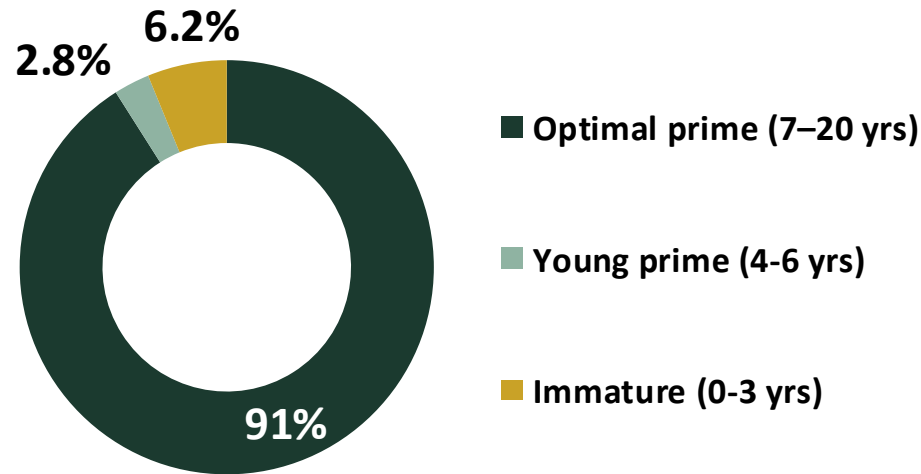
TRACK RECORD BY LEADERSHIP

# Plantations and Mill Update

<h2>28,130 ha</h2> <p>PLANTED AREA</p>	<h2>16,575 ha</h2> <p>LANDBANK</p>	<h2>11.5 yrs</h2> <p>AVERAGE AGE</p>	<h2>72.8%</h2> <p>MILL UTILIZATION</p>
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## AGE PROFILE — NUCLEUS + PLASMA

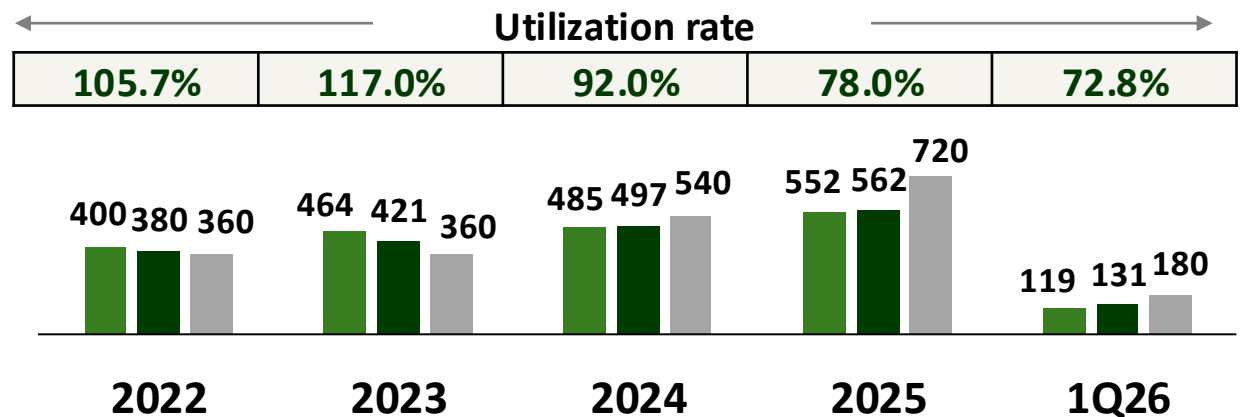
Most plantings are entering or in optimal maturity (7–20 yrs)



## CPO MILL UTILIZATION RATE

1Q26 mill utilization inline with management expectations

	: FFB produced (kt)
	: FFB processed (kt)
	: Maximum capacity FFB processed (kt)



# CPO Mill Capacity

## TOTAL CPO MILL PRODUCTION CAPACITY

**120** tons/hr      **720,000** tons/pa

### NSP

#### Nusantara Sawit Persada

CAPACITY

**60** tons/hr

ANNUAL THROUGHPUT

**360,000** tons

### BSP

#### Borneo Sawit Perdana

CAPACITY

**60** tons/hr

ANNUAL THROUGHPUT

**360,000** tons

Based on 20 hours/day

6 days/week

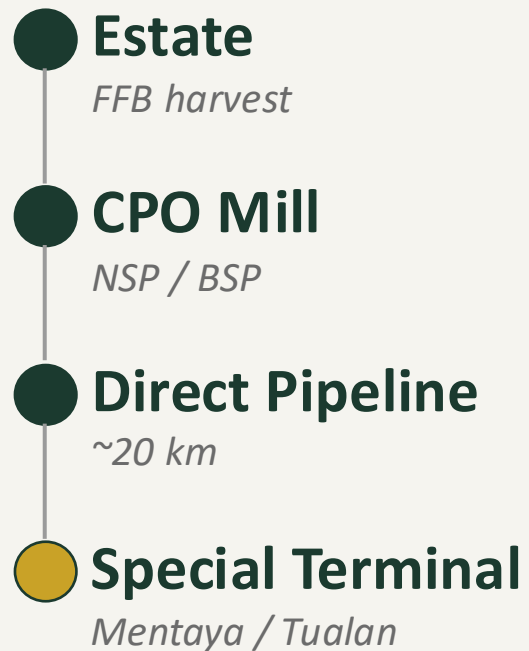
300 days/year operating cycle.



# Direct Piping System

NSP and BSP mills are positioned between the Mentaya and Tualan rivers, enabling a direct piping system that transports CPO from mill to dedicated terminals.

## FLOW SCHEMATIC



## OPERATIONAL BENEFITS

- 01 Lower Distribution Cost**  
 Eliminates ~100 km road haulage to port; no fleet investment required.
- 02 Faster Delivery**  
 Gravity-driven flow enables continuous transport without truck cycle constraints.
- 03 Cheaper Maintenance**  
 Robust system requires minimal maintenance compared to truck logistics.
- 04 Lower Spillover Risk**  
 Closed-system design materially reduces accidents and spillage during transit.



# Research and Development

## 01

### Seed Selection

*London Sumatra cultivars — selected for environmental fit*

- Climate adaptability for Central Kalimantan conditions
- Uniform genetic traits for predictable yield curves
- Disease resistance reducing replant and treatment cost



## 02

### Fertilizer Management

*Formulation programs balancing yield and cost*

- Best-formula application calibrated to soil profile
- Cost-efficiency through optimized dosing and timing
- Reduced environmental runoff vs. baseline practices



# Commitment to ESG

# 100% ISPO-CERTIFIED *NSP, BSP and PMM*

## WASTE MANAGEMENT

### Reduce, Reuse, Recycle

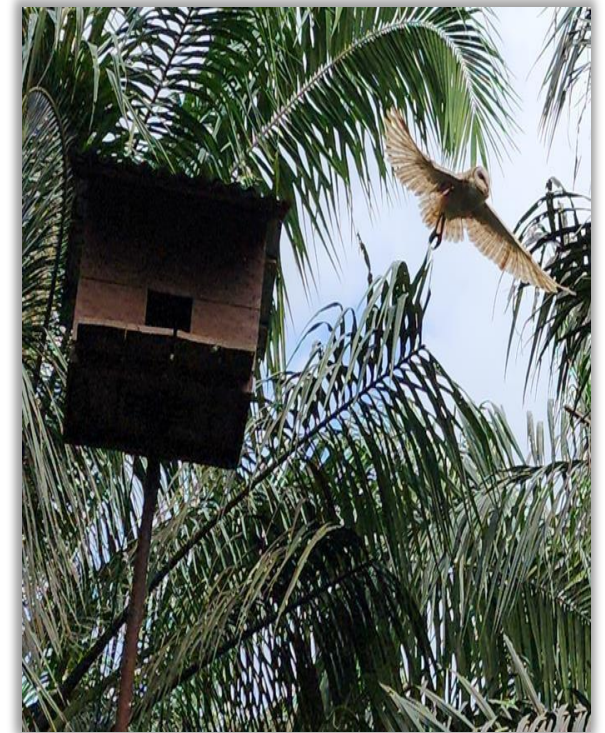
Improved waste management programs reduce pollution, enhance recycling, and support stronger environmental stewardship — embedded into mill operations and effluent treatment.



## NATURAL PEST CONTROL

### Owl Habitat Program

Owl shelters deployed across estates from 2024 to control rodent populations naturally. Reduces pesticide dependency and supports a balanced ecosystem and organic crop health.



# Commitment to CSR

## Health

- Operate company medical service posts within plantation areas
- Coordinate construction and upkeep of community healthcare clinics
- Provide regular medical outreach for surrounding villages



## Socio-Economic

- Build and maintain community housing for plantation employees
- Operate plasma program supporting smallholder participation
- Increase rural participation in palm oil value chain



## Education

- Sponsor school buses ferrying children to and from schools
- Fund teaching staff at partner primary schools
- Arrange scholarship programs for high-achieving students



# Board of Commissioners



## Robiyanto

### COMMISSIONER

- Commissioner of NSSS (2021 – Present)
- Independent Commissioner at PT Samator Indo Gas Tbk (2022 – Present)
- Audit Committee member at PT Polytama Popindo (2020 – Present)
- Strategic Planning Division at PT Aneka Gas Industri Tbk (2007 – 2018)



## Ester H. Satyono

### PRESIDENT COMMISSIONER

- President Commissioner of NSSS (2022 – Present)
- Over four decades of experience in agribusiness and fisheries
- Commissioner of PT Ocean Mitramas (2022 – Present)



## Dr. Tungkot Sipayung

### INDEPENDENT COMMISSIONER

- Independent Commissioner of NSSS (2025 – Present)
- Founder & Executive Director of PASPI (2013 – Present)
- Advisory Team, Coordinating Ministry of Economic Affairs
- Chair, Cross-Ministry team for Indonesia's Palm Oil Industry

# New Board of Commissioners — appointed January 2026



## Dudung Abdurachman

### INDEPENDENT COMMISSIONER

- Independent Commissioner of NSSS and Special Advisor to the President on National Defense
- Former Chief of Staff of the Indonesian Army (2021), with extensive senior military leadership experience
- Professor of Strategic Management; Doctorate from Universitas Trisakti (2022)



## Djasa Pinara Gusti

### COMMISSIONER

- Commissioner of NSSS; Corporate Advisor in Indonesian Military Technology
- Chief Executive Officer across multiple corporations since 2003
- Doctorate in Public Policy from Universitas Brawijaya (2021)

# Board of Directors



## Kurniadi Patriawan

### DIRECTOR

- Director of NSSS (2021 – Present)
- Over a decade of experience in the palm oil industry
- Oversees Group strategy, day-to-day operations, and marketing
- Assistant to President Director (2011–2016) and Sales Trading Manager (2016–2021)



## Teguh Patriawan

### PRESIDENT DIRECTOR

- President Director of NSSS (2008 – Present)
- Over four decades of experience in the industry
- CEO of PT Binasawit Abadipratama (1993–2008)
- President Director of PT Surya Dumai Tbk (1986–1993)
- Director of PT Sola Gratia Group Tbk (1981–1986)



## Miniwati Kasmita

### FINANCE DIRECTOR

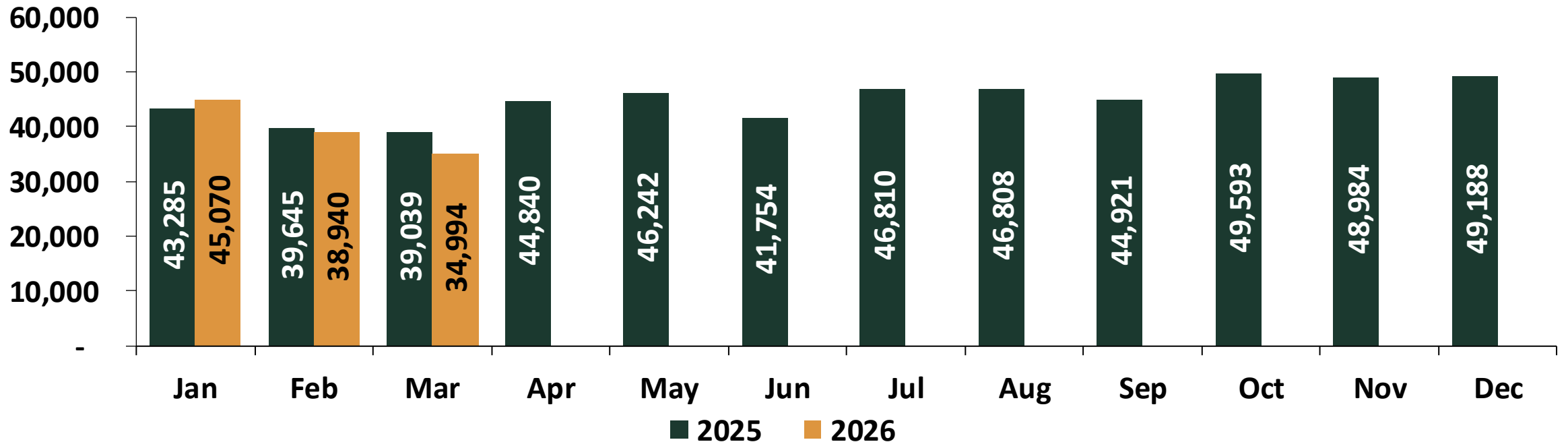
- Finance Director of NSSS (2017 – Present)
- Over three decades of experience in the industry
- AVP of Accounting at PT Sinarmas Agro Resources & Technology Tbk (1990–2016)
- Accountant at PT Dharma Samudera Fishing Industries (1989–1990)



# 1Q26 FFB Production & Mill Performance

FFB & Mill Performance	1Q26	4Q25	1Q25	QoQ %	YoY %	FY25	FY24
<b>Nucleus</b>	119,004	147,765	121,969	-19.5	-2.4	541,109	477,288
<b>FFB Yield (tons/ha)</b>	4.5	5.6	4.7	-19.6	-4.3	20.6	18.2

## Nucleus Monthly FFB Production

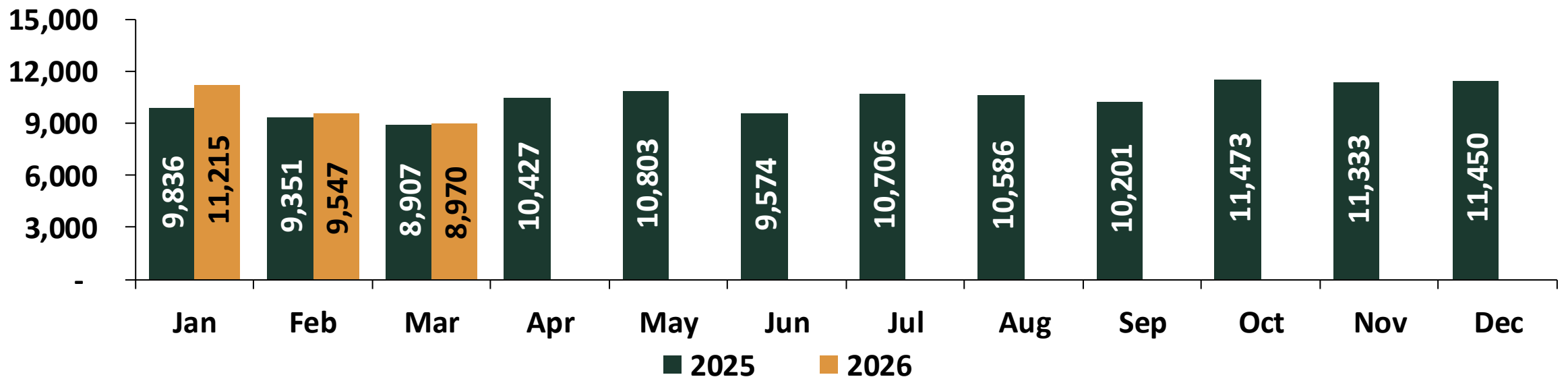




# 1Q26 FFB Production & Mill Performance

FFB & Mill Performance	1Q26	4Q25	1Q25	QoQ %	YoY %	FY25	FY24
Processed FFB	130,804	154,275	125,923	-15.2	3.9	561,562	496,925
CPO Production	29,732	34,256	28,094	-13.2	5.8	124,647	105,570
CPO OER (%)	22.7	22.2	22.3	2.3	1.8	22.2	21.2
PK Production	6,295	7,599	5,559	-17.2	13.2	26,707	21,062
KER (%)	4.8	4.9	4.4	-2.0	9.1	4.8	4.2

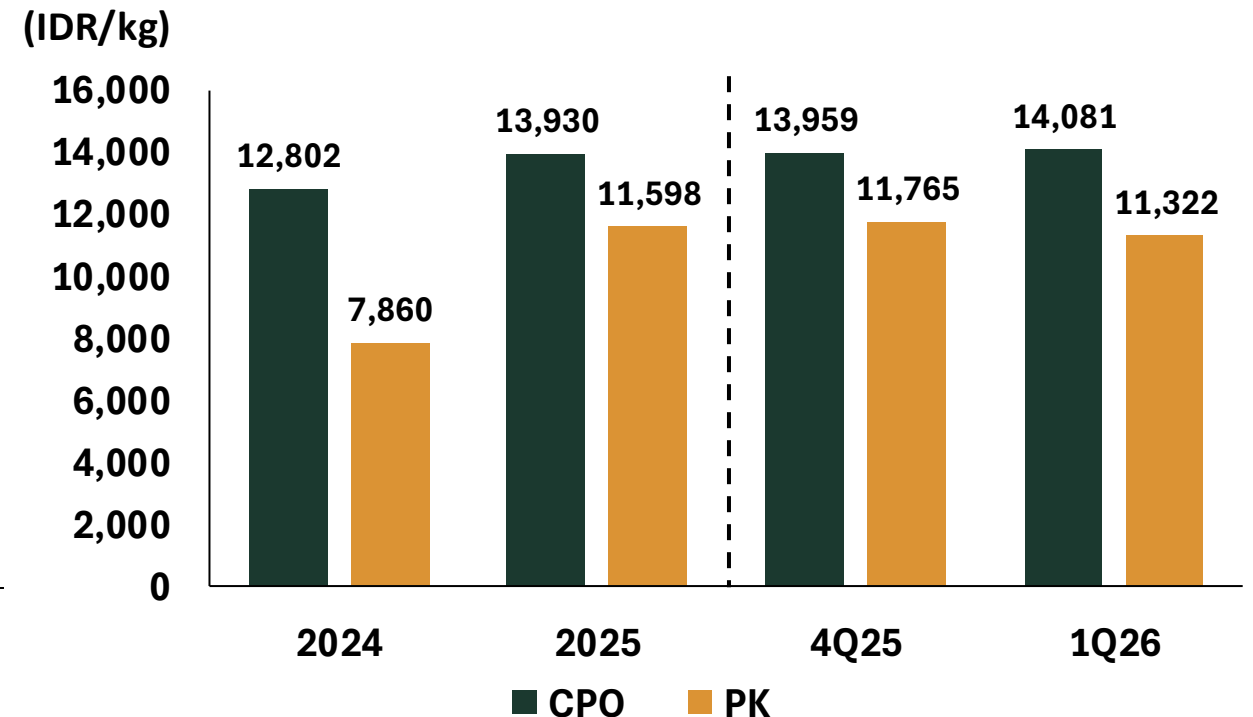
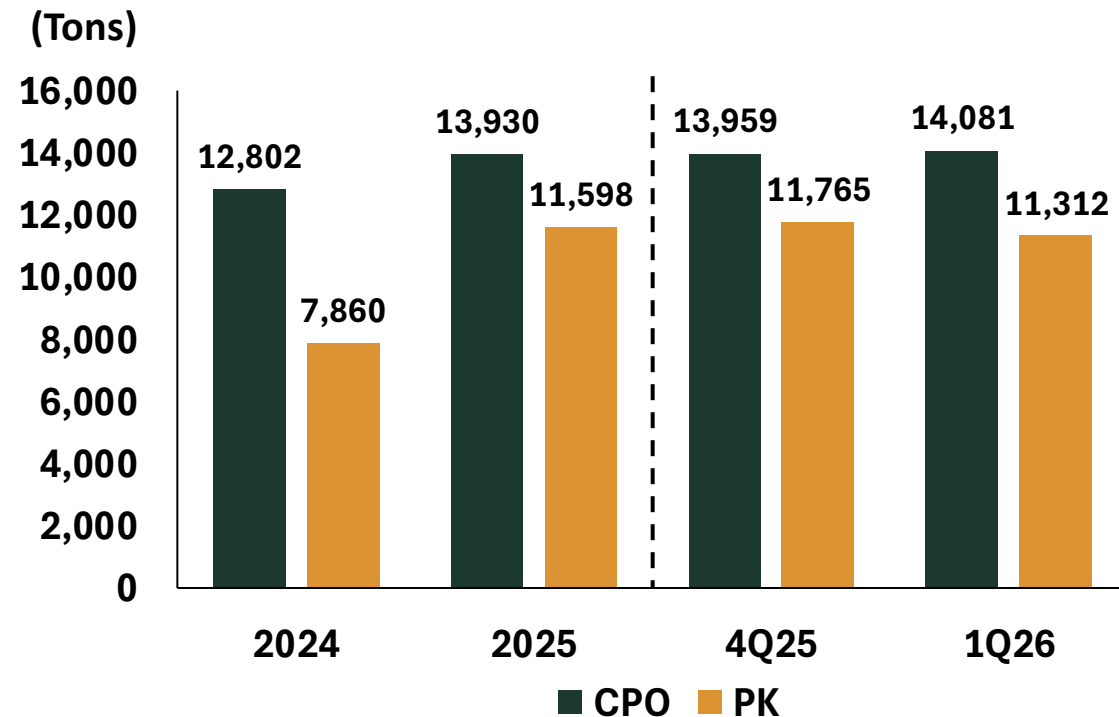
## Monthly CPO Production





# 1Q26 Sales Volumes & Average Selling Prices

Sales & ASP	1Q26	4Q25	1Q25	QoQ %	YoY %	FY25	FY24
CPO sales volume (tons)	31,698	31,307	29,007	1.2	9.3	122,333	103,729
PK sales volume (tons)	6,251	7,248	5,719	-13.8	9.3	26,699	20,613
CPO ASP (IDR/kg)	14,081	13,959	14,284	0.9	-1.4	13,930	12,802
PK ASP (IDR/kg)	11,322	11,765	10,854	-3.8	4.3	11,598	7,860



# 1Q26 Results — Profit & Loss

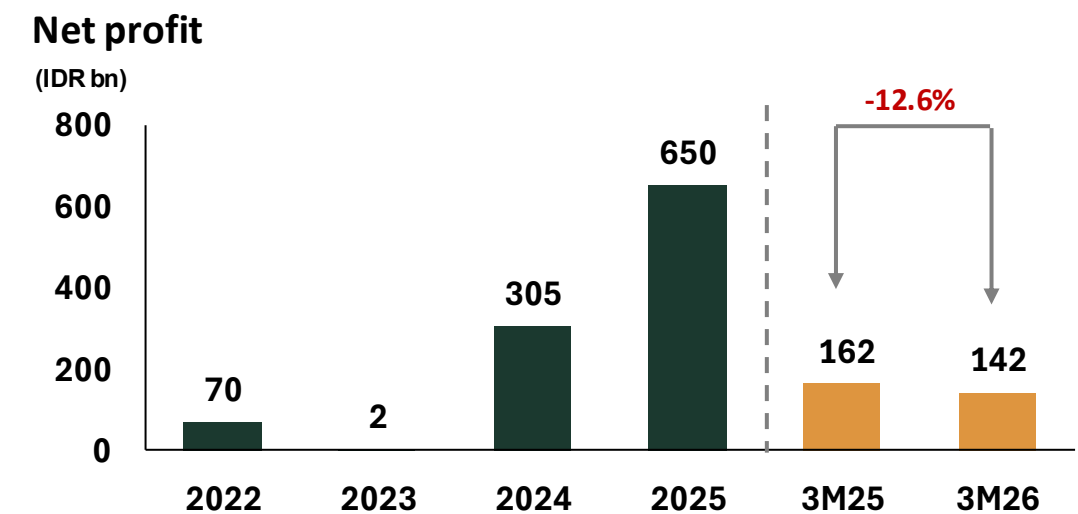
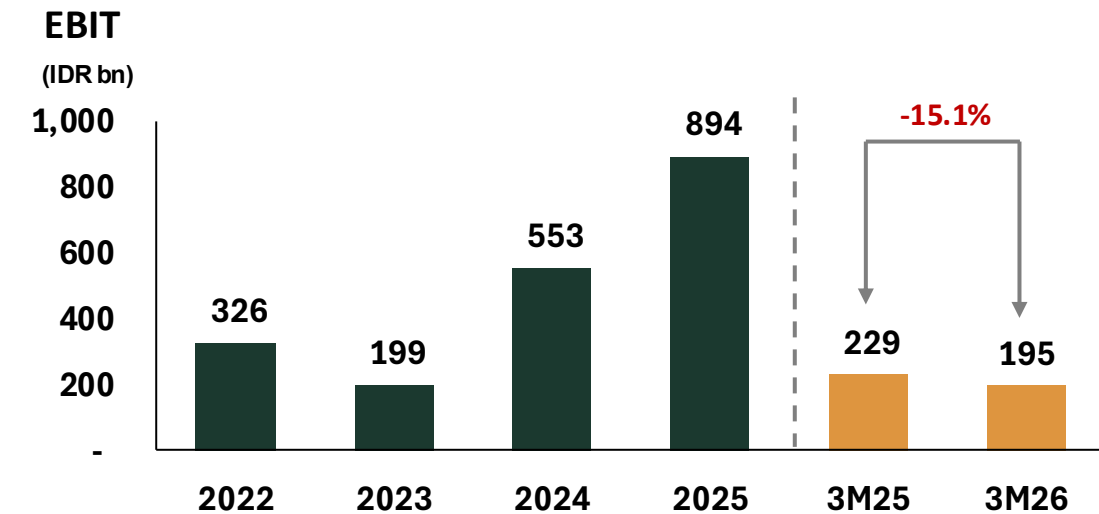
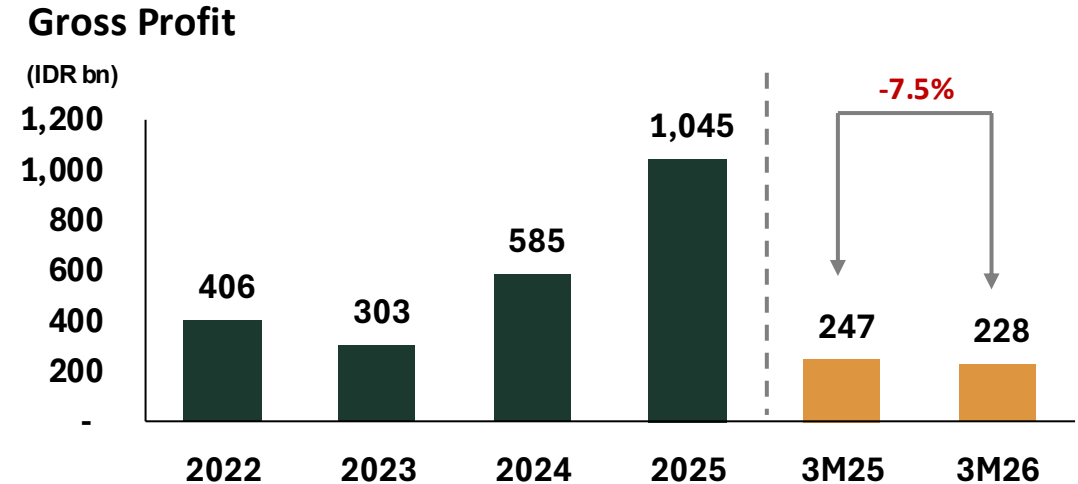
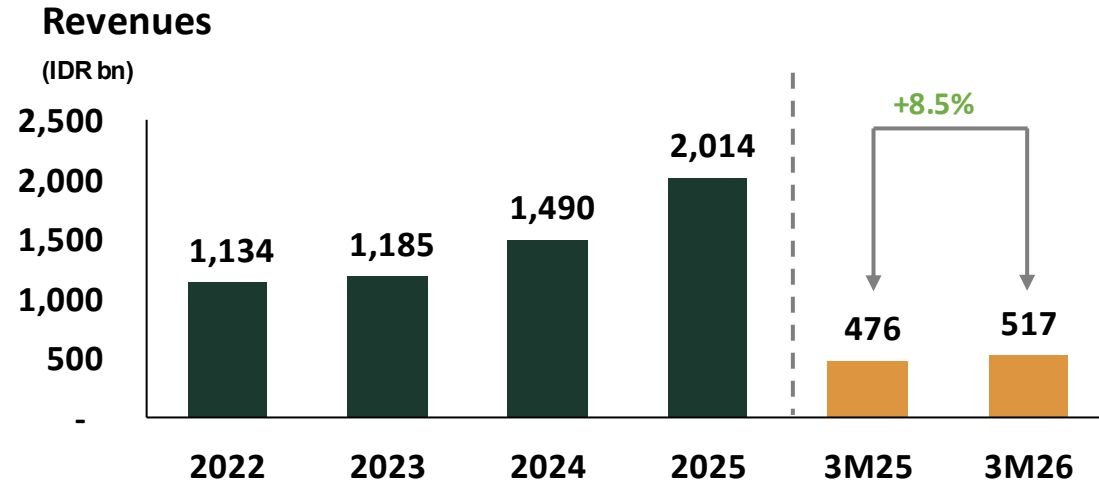
IDR bn	1Q26	4Q25	1Q25	QoQ %	YoY %	FY25	FY24
<b>Revenues</b>	<b>517.1</b>	<b>522.3</b>	<b>476.4</b>	-1.0	8.5	<b>2,013.8</b>	<b>1,489.9</b>
Gross Profit	<b>228.2</b>	<b>284.3</b>	<b>246.7</b>	-19.7	-7.5	<b>1,094.4</b>	<b>584.8</b>
<i>% margin</i>	44.1	54.4	51.8	-	-	54.3	39.3
EBIT	<b>194.6</b>	<b>129.0</b>	<b>229.2</b>	50.9	-15.1	<b>1,012.3</b>	<b>551.5</b>
<i>% margin</i>	37.6	24.7	48.1	-	-	50.3	37.0
<b>Net Profit</b>	<b>141.8</b>	<b>93.7</b>	<b>162.2</b>	51.3	-12.6	<b>735.6</b>	<b>304.6</b>
<i>% margin</i>	27.4	17.9	34.0	-	-	36.5	20.4

## KEY TAKEAWAYS

- **Revenue +8.5% YoY** on stronger ASPs offsetting softer 1Q volumes; FY25 closed +35% above FY24.
- **Net profit margins** expanded materially YoY at the full-year level (36.5% vs 20.4%) on operating leverage and cost discipline.
- **1Q26 sequential gross margin compression** vs 4Q25 reflects seasonal cost timing; QoQ EBIT and Net Profit recovery driven by lower opex.



# Profit & Loss — Multi-Year Trend

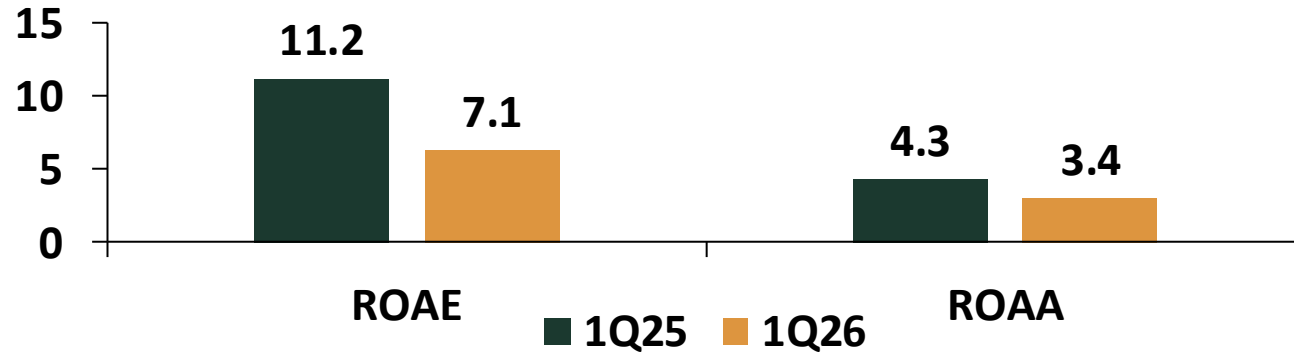




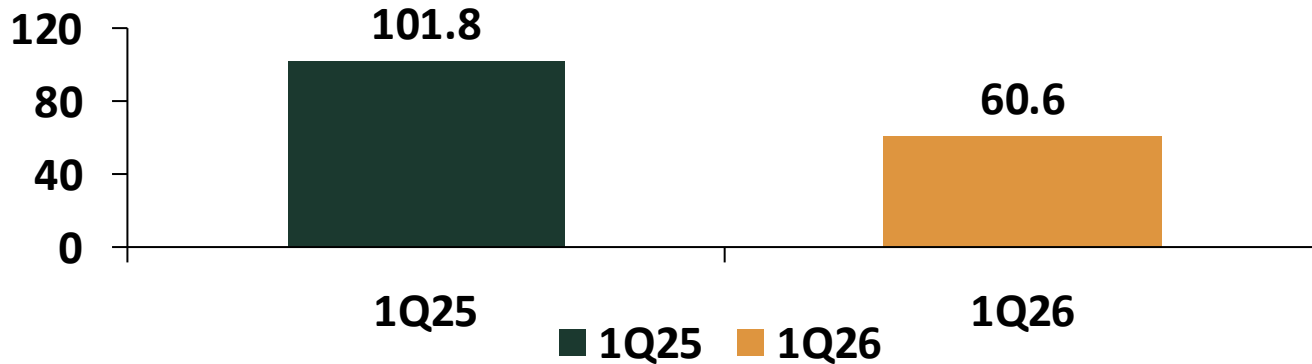
# 1Q26 Performance — Balance Sheet Indicators

<p><b>RETURN ON AVERAGE EQUITY</b></p> <p><b>7.1 %</b> <i>1Q25: 11.2%</i></p>	<p><b>RETURN ON AVERAGE ASSETS</b></p> <p><b>3.4 %</b> <i>1Q25: 4.3%</i></p>	<p><b>NET GEARING</b></p> <p><b>60.6 %</b> <i>1Q25: 101.8%</i></p>
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**ROAE and ROAA (%)**



**Net Gearing (%)**



## COMMENTARY

- Net gearing improved 41.2 pp YoY** to 60.6%, supported by retained earnings growth and disciplined working capital management.
- ROAE compression** vs 1Q25 reflects seasonal earnings phasing and a higher equity base post-IPO retention; trend remains constructive at the FY level.
- Capacity for capex** to fund the planned 3rd mill (PMM, 2027–28) is supported by the deleveraged balance sheet.

# Future Developments

## PHASE 01

# 2026

### Productivity & Yield

- New plantings of ~1,500 ha across PMM, BSSU, and HMA
- Mill utilization expected to rise to ~90% from 78% (FY25)
- Productivity improvements via additional labor and infrastructure investment

## PHASE 02

# 2027 – 28

### Capacity Expansion

- Construction of 3rd CPO mill at PMM to process growing FFB volumes
- Implementation of new mill technology to enhance OER
- Additional capacity to support maturing estate yield curves

## PHASE 03

# By 2030

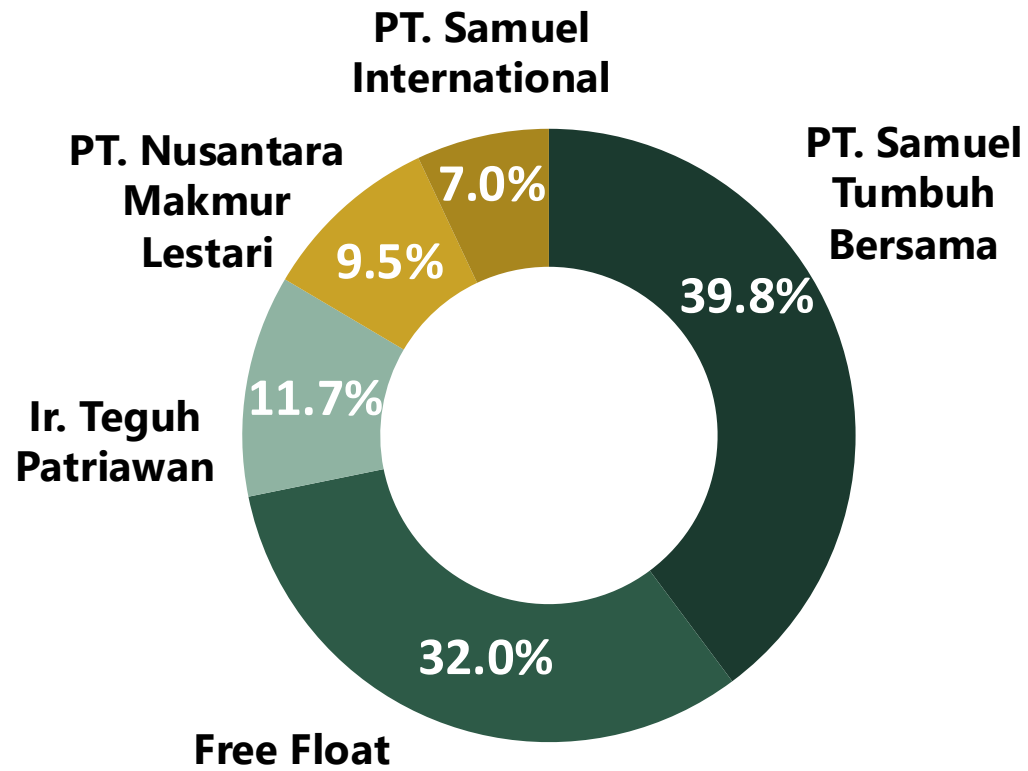
### Sustainability Milestones

- BSSU and HMA targeted for full ISPO certification
- Continued ESG reporting and certification expansion
- Long-term yield optimization across nucleus and plasma estates

# Shareholders Composition

## 23.8 BN

TOTAL SHARES OUTSTANDING



Shareholder	%	Shares (m)
PT Samuel Tumbuh Bersama	39.8	9,470
Free Float (Public)	32.0	7,616
Ir. Teguh Patriawan	11.7	2,785
PT Nusantara Makmur Lestari	9.5	2,261
PT Samuel International	7.0	1,666
<b>Total</b>	<b>100.0</b>	<b>23,798</b>

Source: Bloomberg, Company data



## INVESTOR RELATIONS

# Thank you.

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### LISTING

NSSS IJ — Indonesia Stock Exchange

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