



INDOCEMENT
Heidelberg Materials

PUBLIC EXPOSE

PT INDOCEMENT TUNGGAL PRAKARSA Tbk.

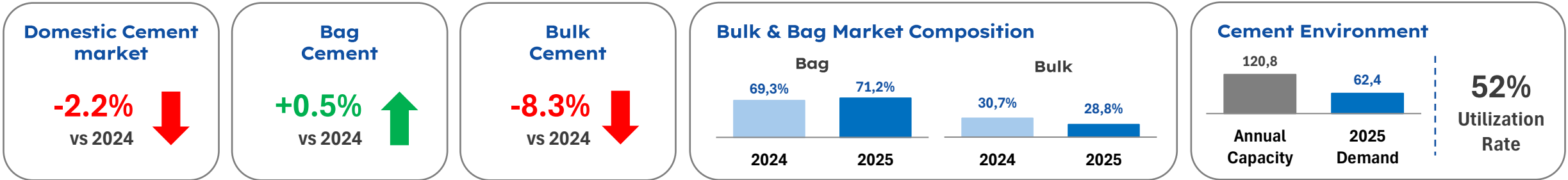
JAKARTA, 1 APRIL 2026



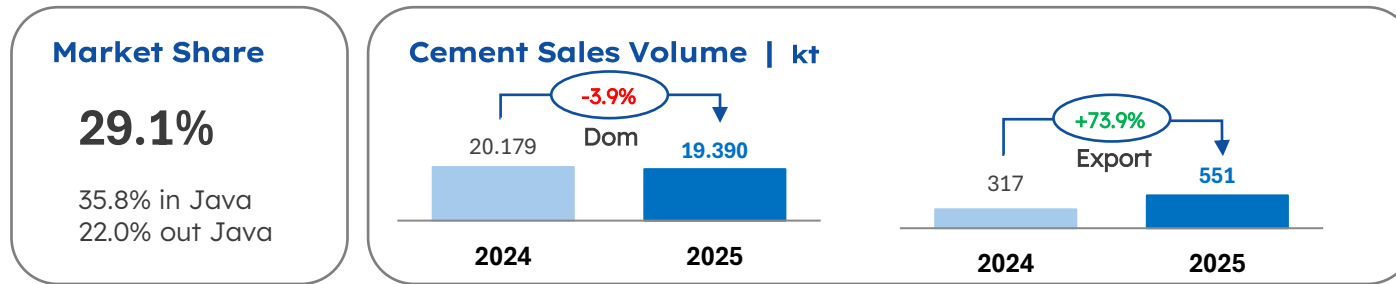
Overview



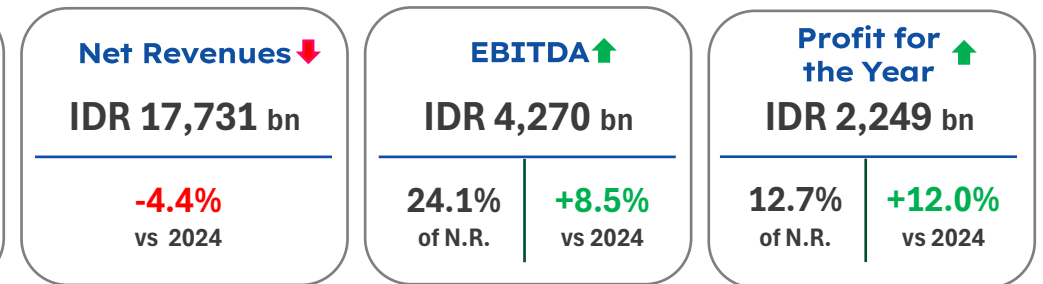
CEMENT MARKET | KEY INDICATORS | FY2025



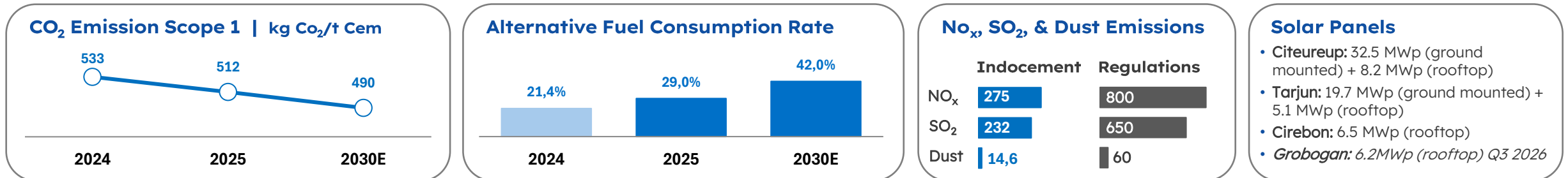
INDOCEMENT PERFORMANCE | FY2025



INDOCEMENT FINANCIAL | FY2025



INDOCEMENT FOCUS ON SUSTAINABILITY | FY2025



Other Major Events

- The biomass feeding facility at Semen Grobogan plant with capacity of 40tph was commissioned in August 2025.
- The lease for Maros Plant & Quarry operation with Semen Bosowa was extended for 2 years from September 2025.
- Indocement acquired 2 cement terminals from Semen Bosowa: Siawung, South Sulawesi in August 2025 and Lombok in November 2025.
- Indocement's subsidiary, PT Pionirbeton Industri, entered a partnership with PT Cipta Mortar Utama in December 2025 to establish a joint venture in the business of producing and marketing mortar products.

AGENDA

1. Market Overview

- Cement Market Evolution
- Cement Volume Development
- Cement Market Portion & Growth
- Java-Outside Java & Bag-Bulk Markets

2. Financial Performance

- Financial Results
- Balance Sheet & Key Financial Indicators

3. Operational Performance & Strategy

- Strategic Initiatives & Investments
- Marketing Campaign
- Sustainability & Operational Efficiency
- Continuous Emission Reduction
- Outlook

4. Human Capital, Indocement Good Works and Awards

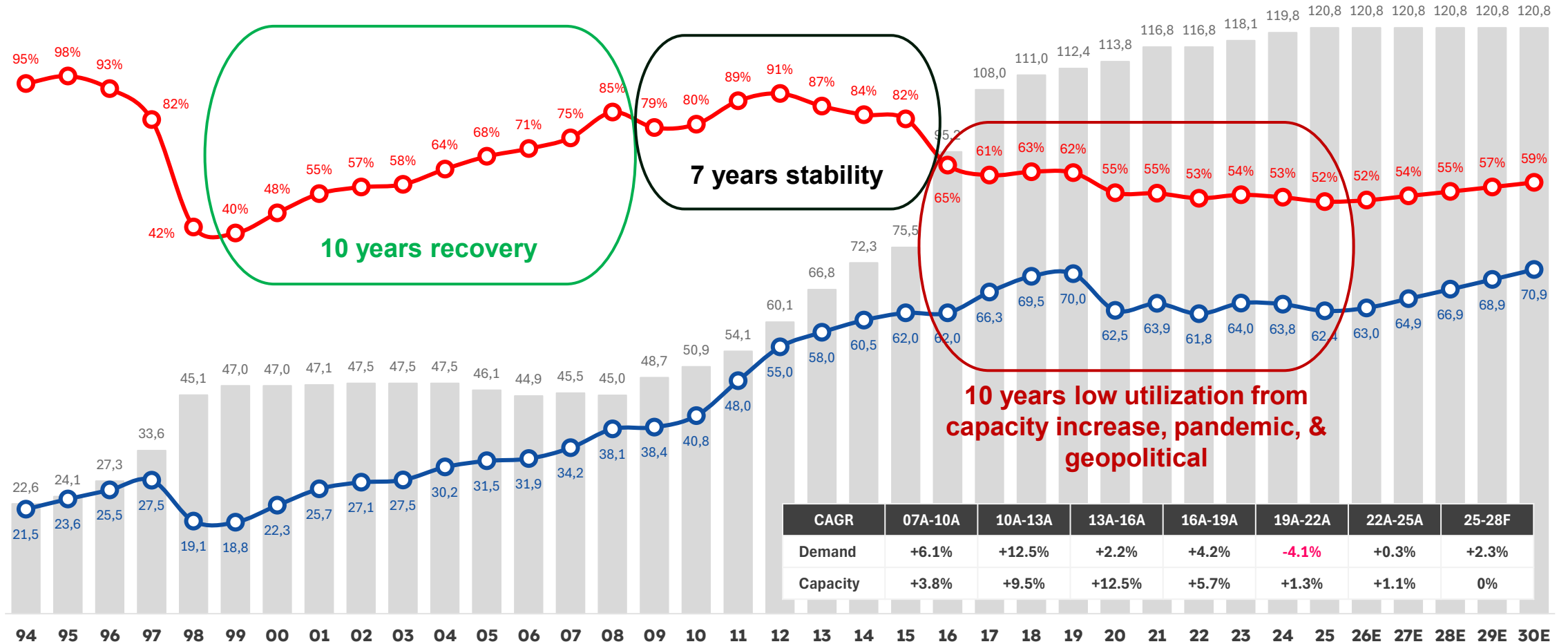
5. Question & Answer



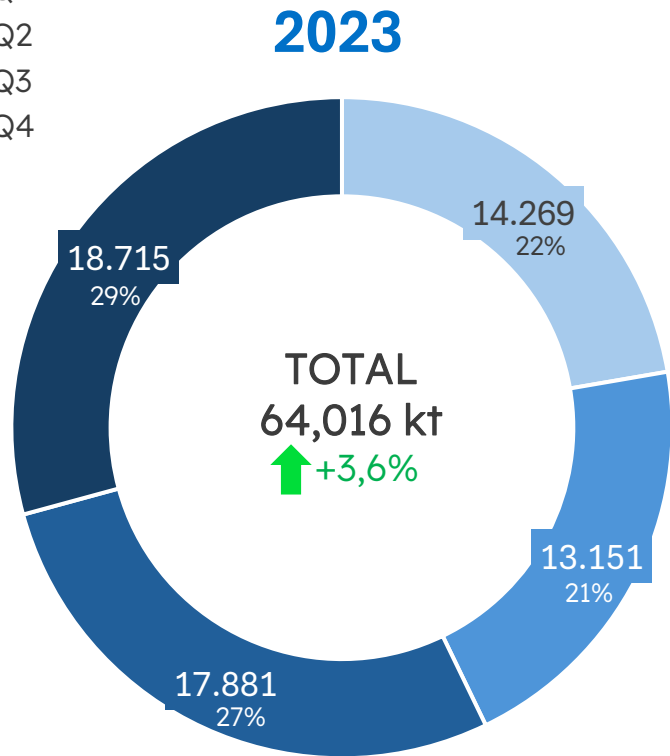
Cement Market Evolution



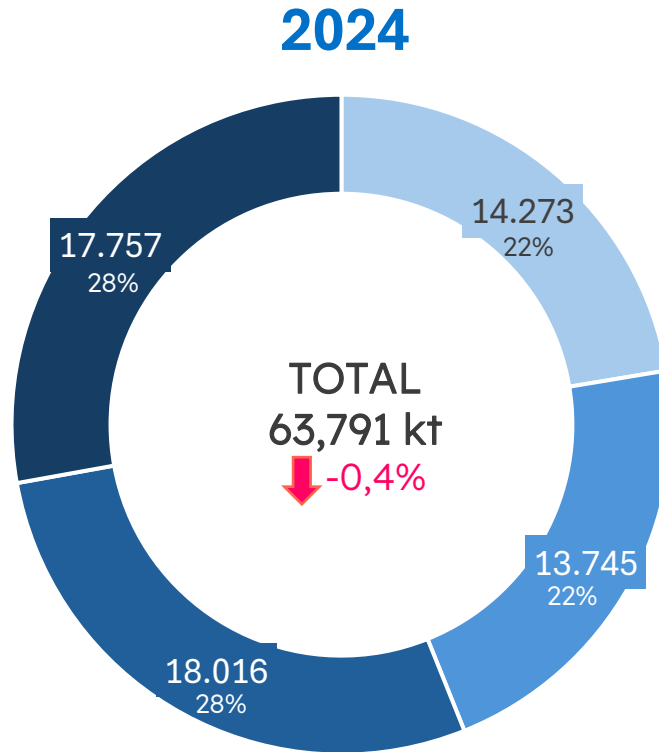
Cement Capacity (mn ton)
 Domestic Cement (mn ton)
 Utilization % (Domestic)



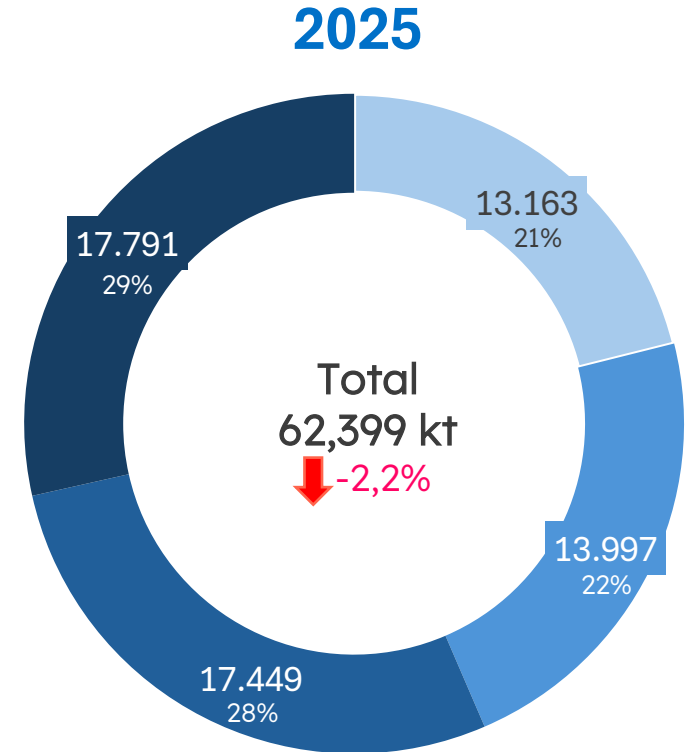
Cement Volume Development by Quarter | in kt



2023 H1 27,420 kt	42.8%
2023 H2 36,596 kt	57.2%

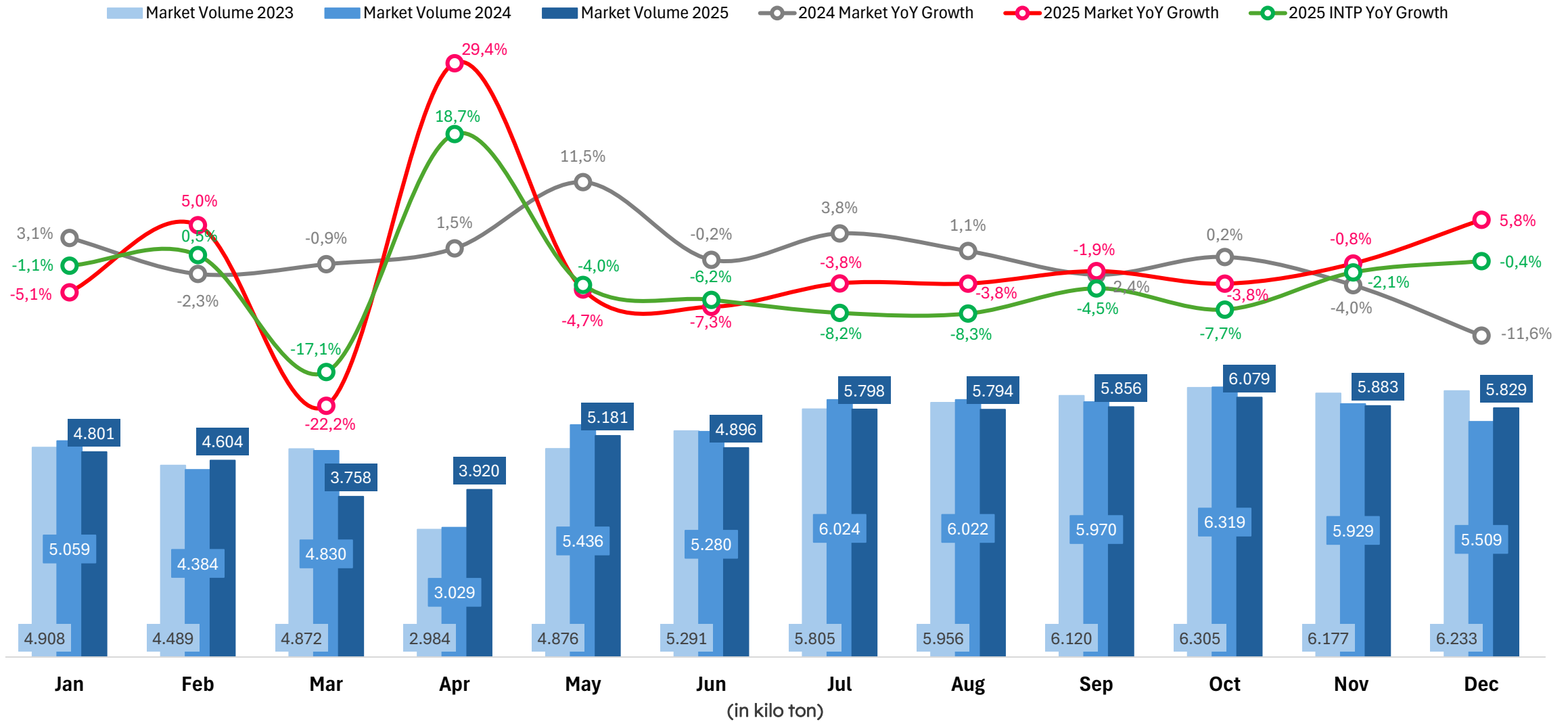


2024 H1 28,018 kt	43.9%
2024 H2 35,773 kt	56.1%



2025 H1 27,160 kt	43.5%
2025 H2 35,240 kt	56.5%

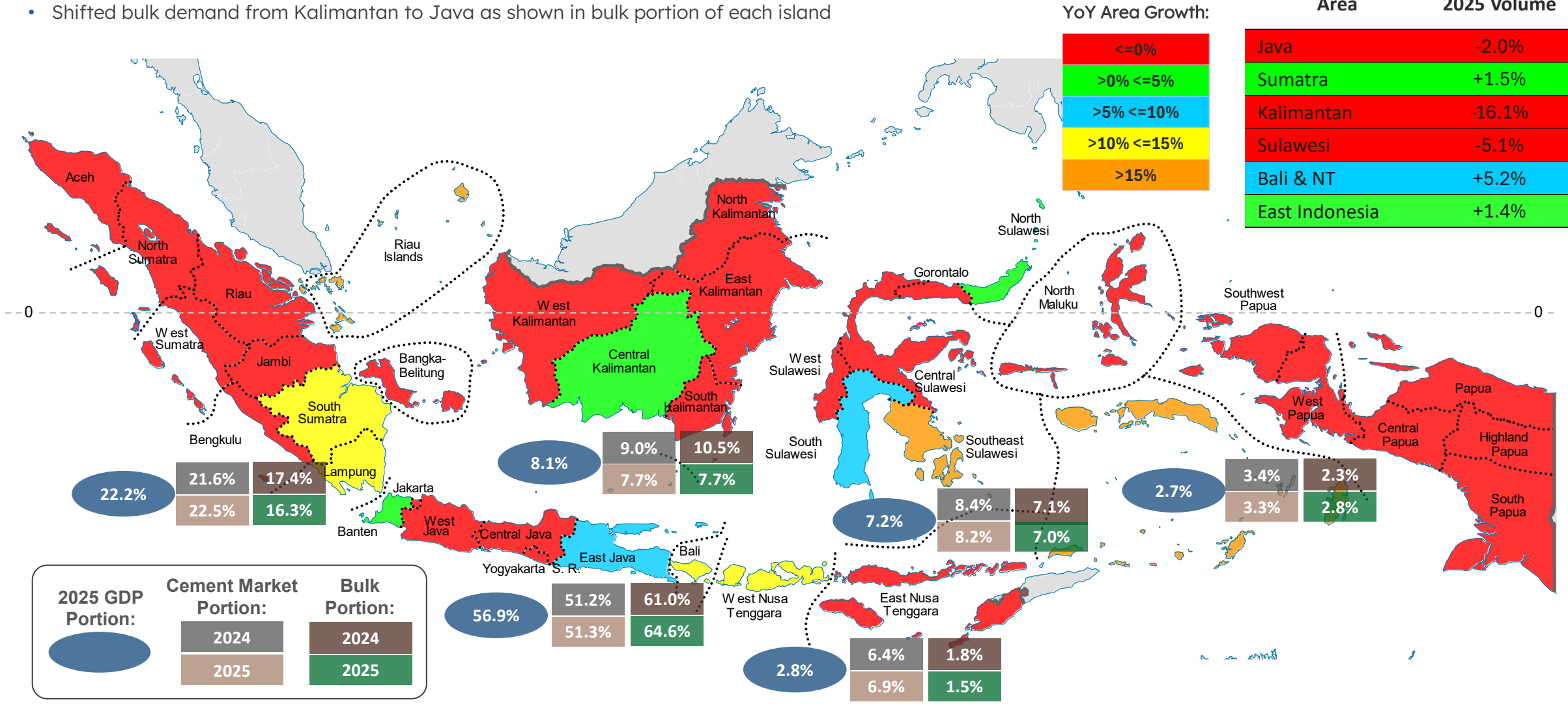
Cement Volume Development on Monthly Basis



Cement Market Portion & Growth



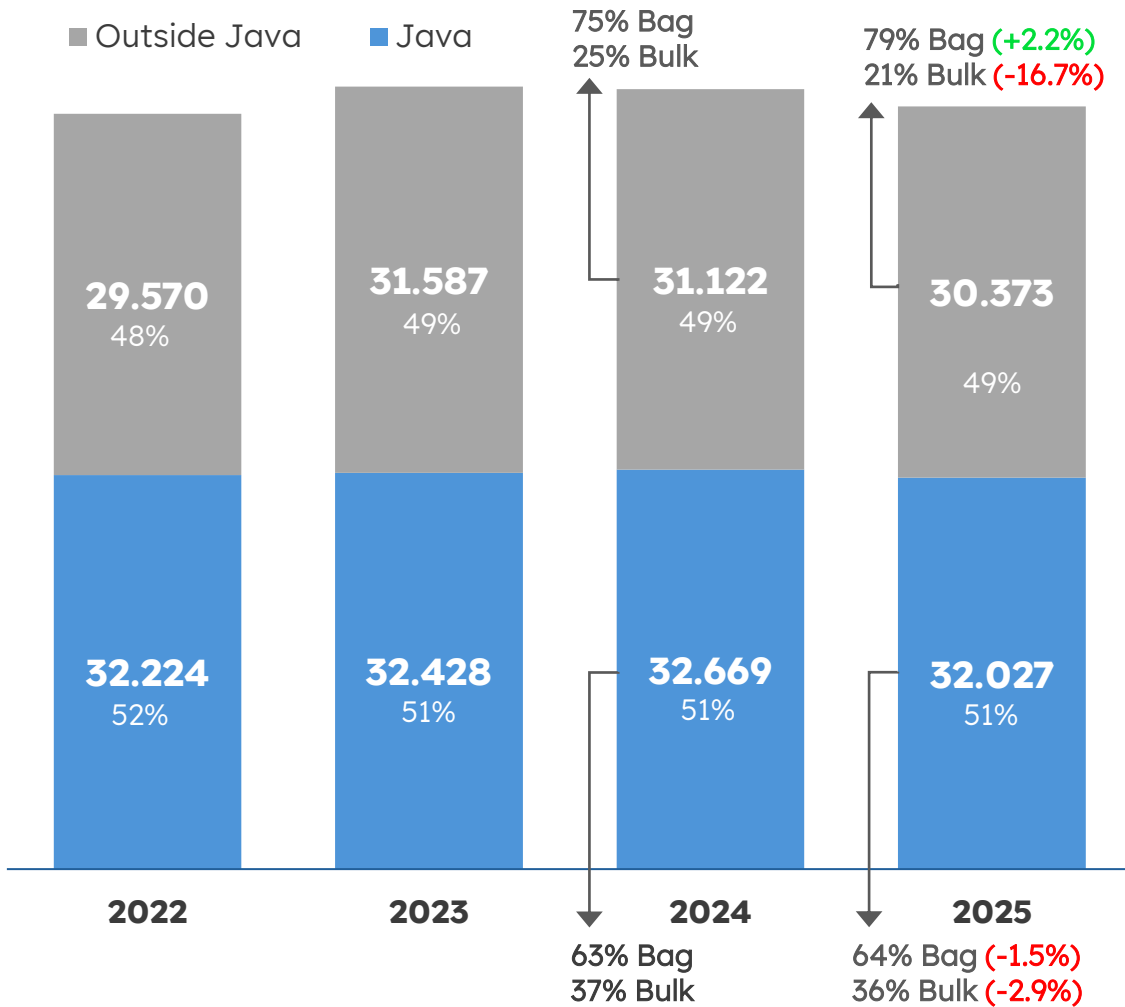
- Mixed volume development across the regions with many parts still experienced declining demand
- Shifted bulk demand from Kalimantan to Java as shown in bulk portion of each island



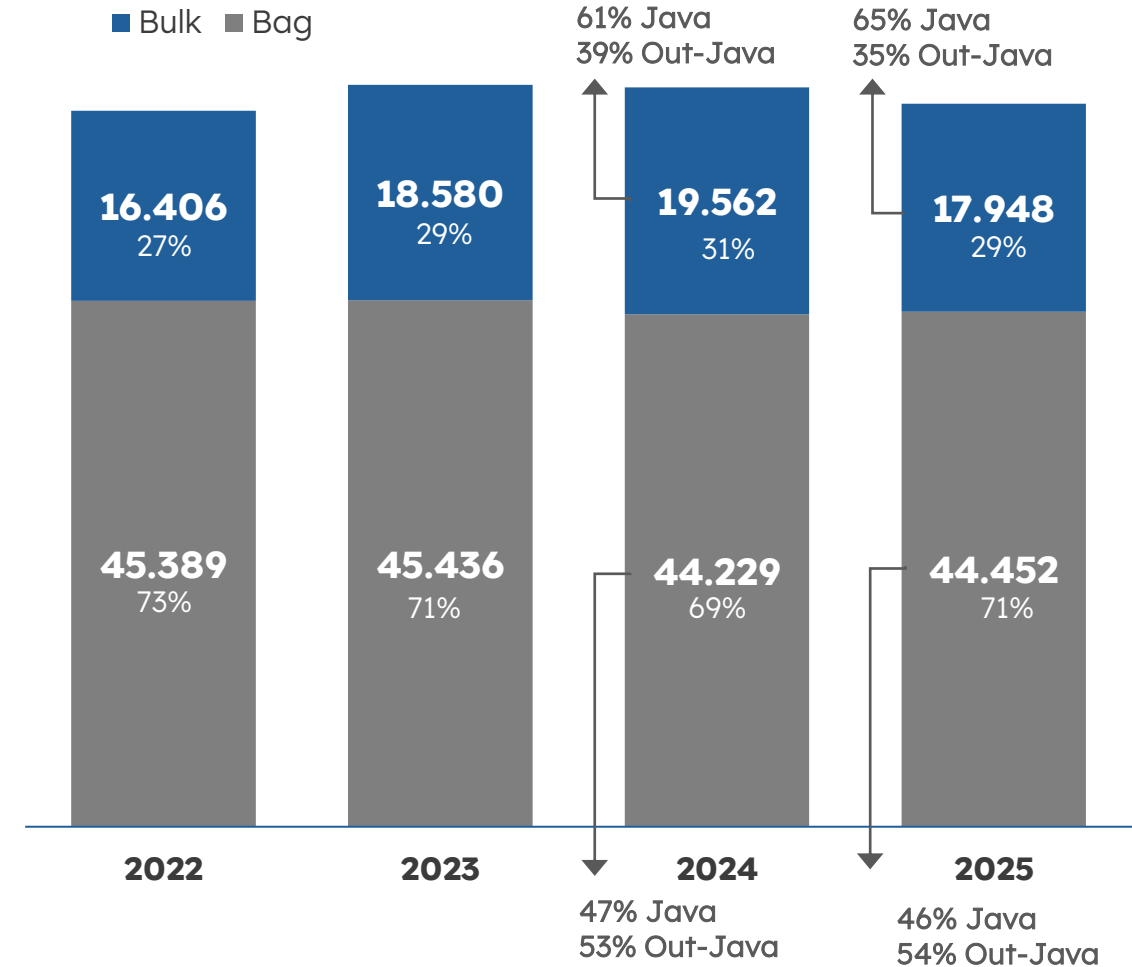
Java/Outside Java Markets & Bulk/Bag Markets



Market Demand in Java & Outside Java | in kt



Market Demand for Bulk & Bag | in kt



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5. Question & Answer



Financial Results | FY2025 vs. FY2024

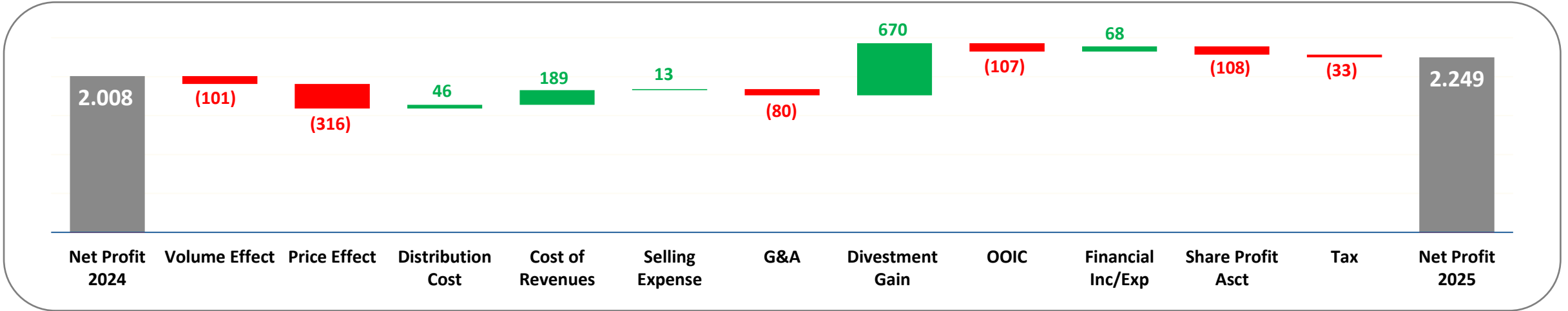
SALES VOLUME	YTD Dec 2025 '000 tons	YTD Dec 2024 '000 tons	Variance	
			'000 tons	%
Total Sales Volume	19,941	20,496	-554	-2.7%
Domestic	19,390	20,179	-788	-3.9%
Export	551	317	234	73.9%

INCOME STATEMENT	YTD Dec 2025 Bio IDR	YTD Dec 2024 Bio IDR	Variance	
			Bio IDR	%
Net Revenues	17,731.2	18,548.7	-817.5	-4.4%
Cost of Revenues	-11,961.3	-12,487.8	526.5	4.2%
Gross Profit	5,769.9	6,061.0	-291.1	-4.8%
% of Net Revenues	32.5%	32.7%		
Operating Expenses	-3,683.0	-3,725.1	42.1	1.1%
Gain on Divestment and Fair Value Remeasurement	670.0	0.0	670.0	0.0%
Other Operating Income (Expense) - Net	-49.9	57.6	-107.5	-186.7%
Operating Income	2,706.9	2,393.4	313.5	13.1%
% of Net Revenues	15.3%	12.9%		
EBITDA	4,269.8	3,936.4	333.4	8.5%
% of Net Revenues	24.1%	21.2%		
Finance Income (Expense) - Net	-6.7	-74.9	68.2	91.1%
Share of Net Profit of Associates - Net	37.0	145.3	-108.4	-74.6%
Final Tax	-0.9	-0.8	0.0	-2.4%
Profit before Income Tax Expense	2,736.3	2,463.0	273.3	11.1%
Income Tax Expense - Net	-487.6	-455.1	-32.5	-7.1%
Profit for the Year	2,248.8	2,007.9	240.8	12.0%

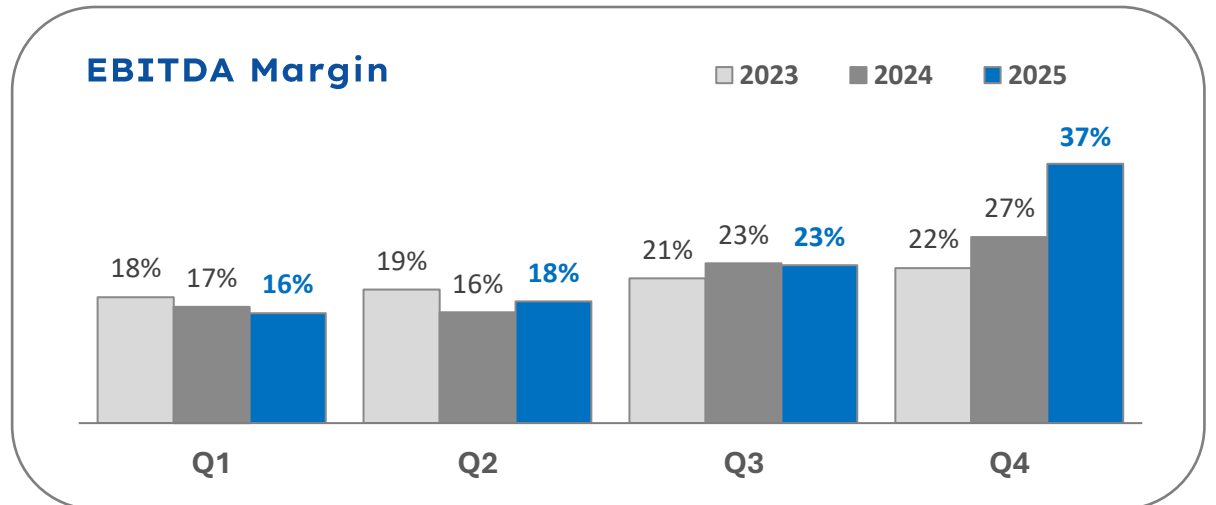
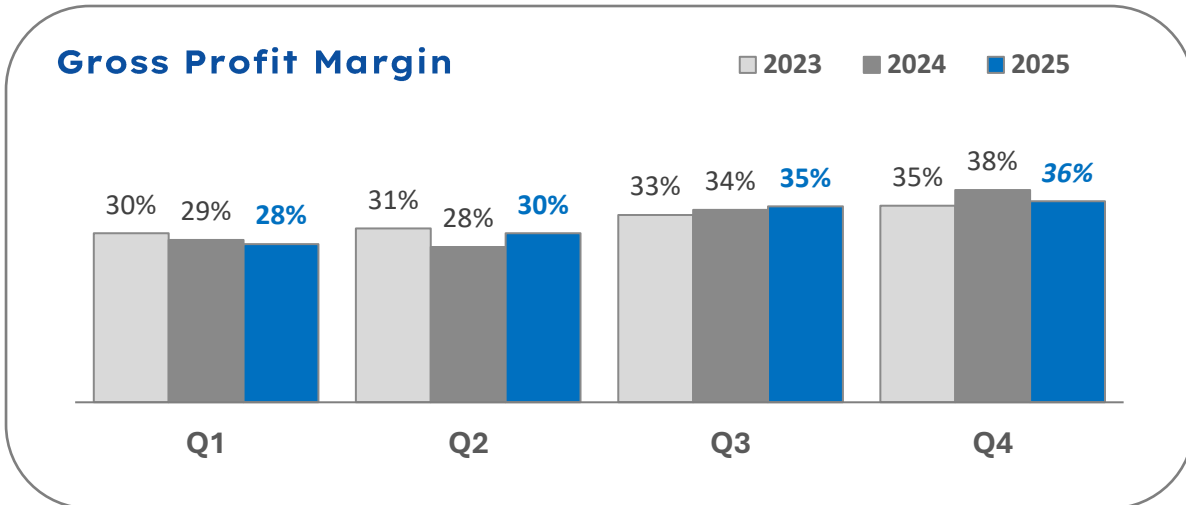
Financial Results



PROFIT BRIDGING FY2025 | bn IDR

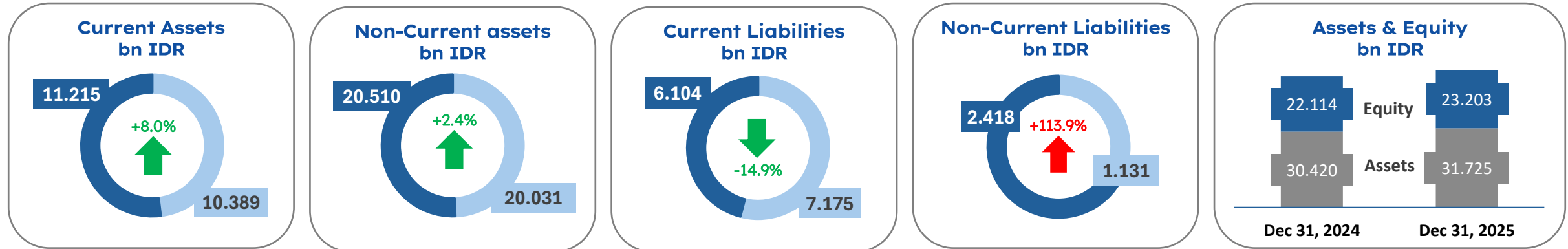


MARGIN DEVELOPMENT

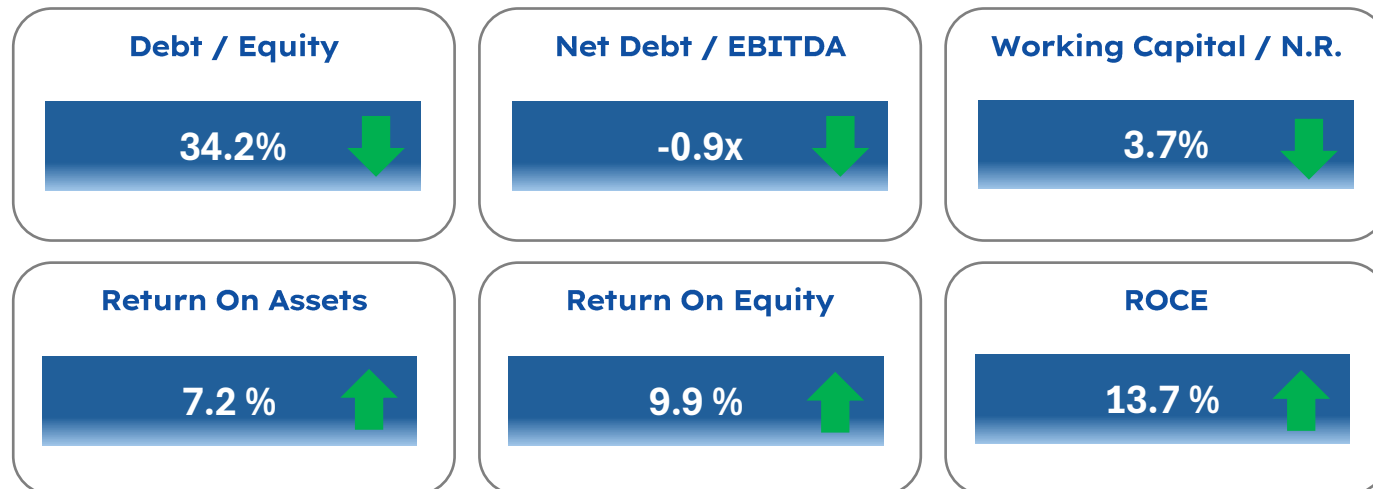


BALANCE SHEET MOVEMENTS | bn IDR

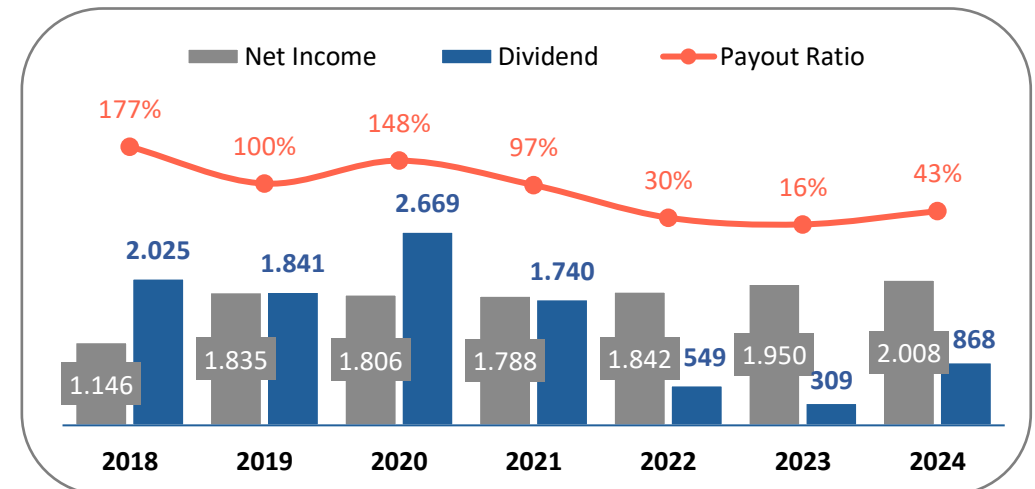
■ Dec 2025 ■ Dec 2024



KEY FINANCIAL INDICATORS | FY2025



DIVIDEND HISTORY | bn IDR



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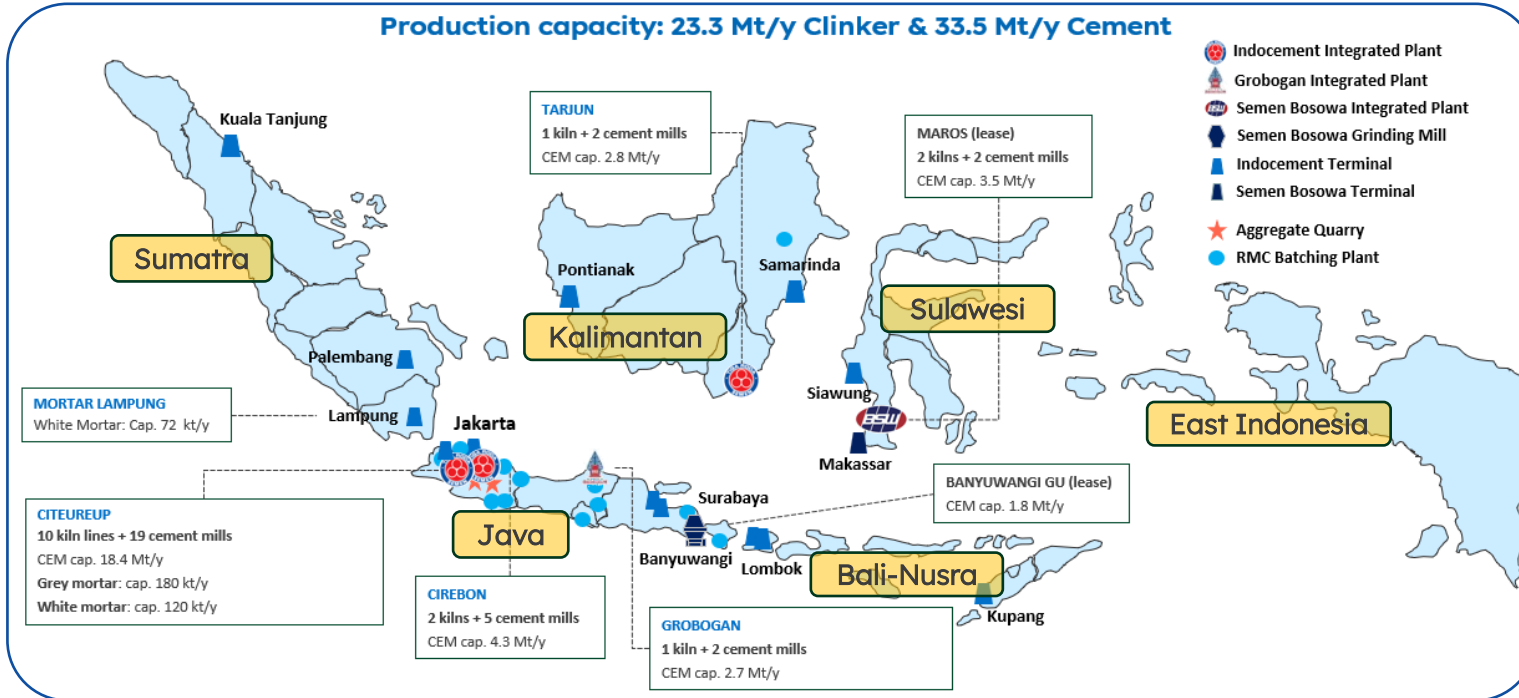
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5. Question & Answer



Strategic Initiatives & Investments

Expanded Footprints



- Recent expansions from Java-concentrated market to other regions: Sulawesi, East Indonesia, & Sumatra:
 - Improving product availability & market share.
 - Savings in logistics costs for anticipation of Government’s regulation on Zero ODOL (Over Dimension Over Loading) for trucks.
- Joint venture establishment with Saint-Gobain Indonesia (MORTAR UTAMA) to create strong synergies & open new growth opportunities in the mortar business.
- Sustainability-focused product: lower clinker ratio & more mixture of alternative material.



Portfolio Diversification – Greener Products!

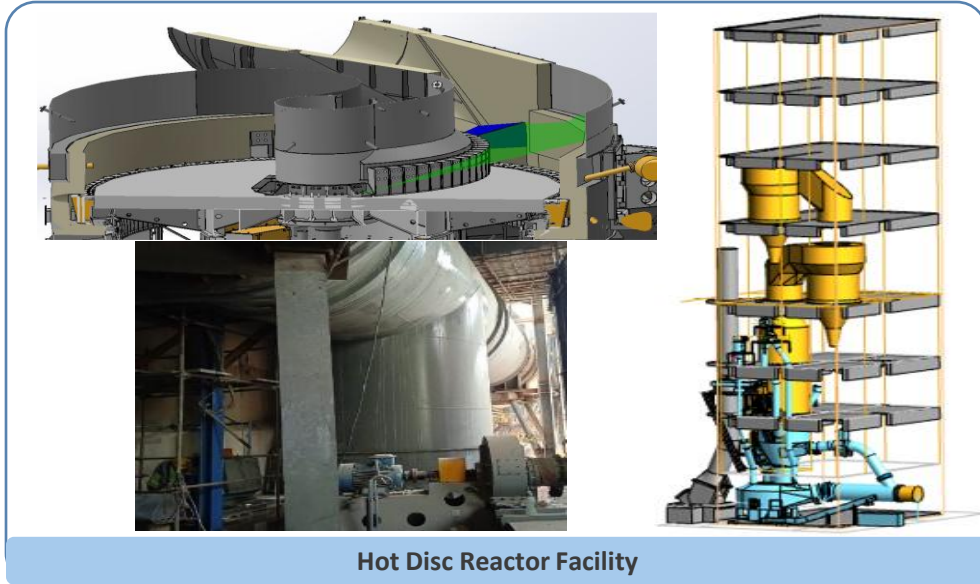
	Portland Composite Cement (PCC)	OPC Replacement	
		Portland Slag Cement	Hydraulic Cement & Cement Portland Industry
Clinker Ratio	56% – 58%	45% – 50%	75% – 78%
CO ₂ Reduction (compared to OPC)	30% – 35%	50% – 55%	10% – 15%
Characteristic	<ul style="list-style-type: none"> • Distributed in bag for retail customers. • New Government standard, clinker ratio reduction from 60% to 55%! 	<ul style="list-style-type: none"> • Low hydration heat, sulfate resistant, high durability, & longer compressive growth period. • Suitable for mass concrete projects, dams, & jetties. Used in Patimban port construction. 	<ul style="list-style-type: none"> • Better strength with extraordinary durability than OPC. • For infrastructure, high-rise building, & precast industry.

Our effective campaign strategy keeps us on top as the No.1 TOP Brand for 17 years running!



Sustainability & Operational Efficiency

Continuous effort Increasing Alternative Fuel (AF) Consumption - Citeureup Plant



Hot Disc Reactor Facility



UNTHA Shredder

Zero to Hero: AF Breakthrough in Maros & Grobogan plants

- Maros plant: 0% in 2023 → 25% in YTD Dec25
- Grobogan plant: 0% in 2023 → 26% in YTD Dec25
- Aggressively sourcing biomass from surrounding areas since both Maros & Grobogan are closed to rice fields & other plantation. Currently there are more than 25 AF types.

Collaboration with Government of Jakarta & West Java for sourcing of Refused Derived Fuel (RDF)



Mountain of Municipal Waste in Bantar Gebang

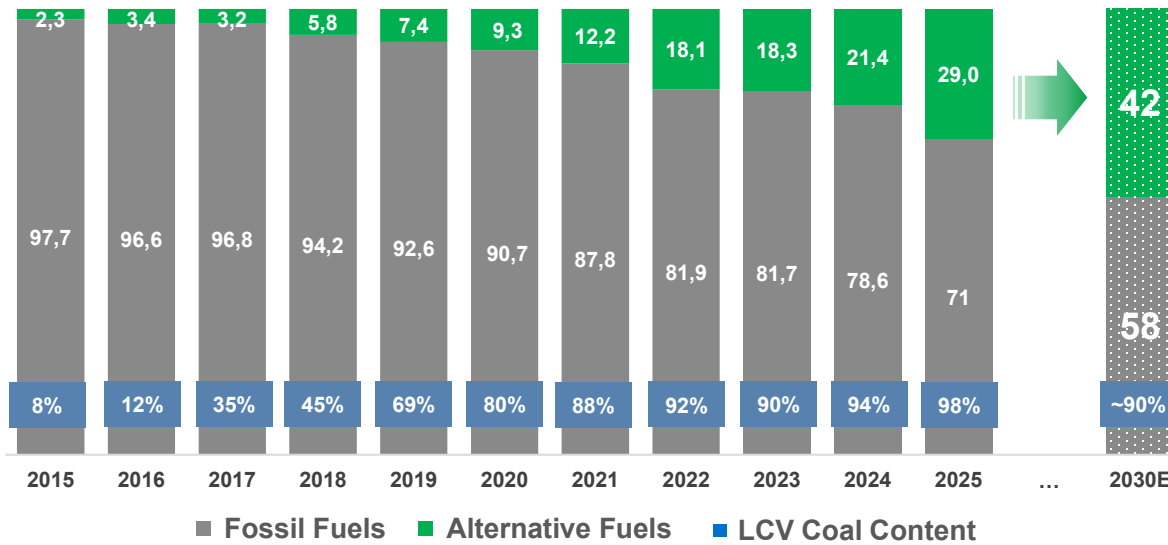


RDF Rorotan Facility

- RDF off-taker from Bantargebang location up to 550 ton/day.
- Secured a contract with Rorotan location for 875 ton/day.

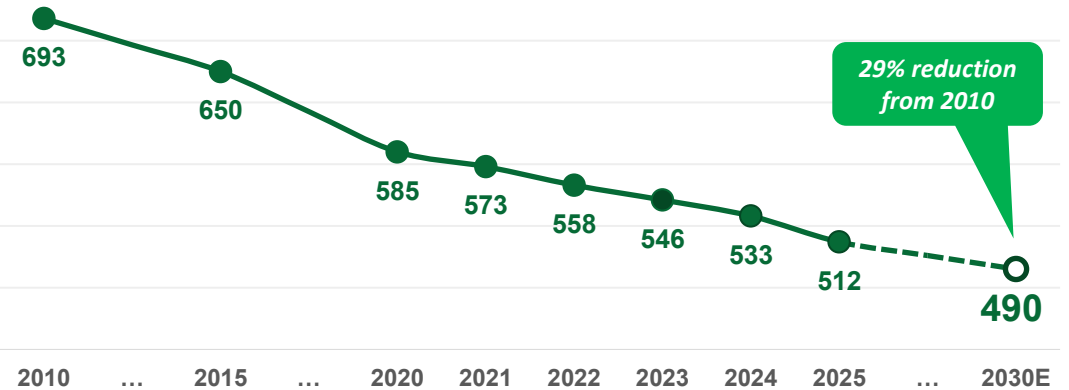
Continuous Emission Reduction

Fuel Consumption Rate %



GHG Emissions Scope 1 Intensity - NET

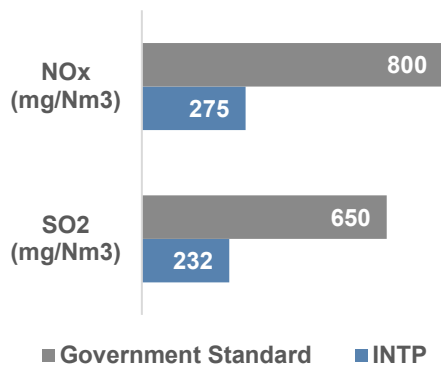
(kg CO₂/t cement equivalent)



Green House Gas (GHG) emission is calculated based on the international reporting standards defined by World Business Council Sustainable Development (WBCSD) Cement Sustainability Initiative
 Scope 1: Emissions from operations that are owned or controlled by the reporting company

NO_x & SO₂ Measurement

2025



Electrostatic Precipitator to Bag Filter Replacement

2015 – 2025

P14, P9, P10, P4, P8, P5, P11

INTP Dust Emission 2015 = 40 mg/m³
 INTP Dust Emission 2025 = 14.6 mg/m³
Government Regulation = 60 mg/m³

- The dust emissions are stated in mg/Nm³
- The measurement refers to local standard (PermenLHK No. 19/2017)
- Dust Emission (mg/m³) – (25°C, 1013 hPa) related to 10% oxygen

Solar Panel Operation

Location	Type	Status	Capacity (MW)	Output (GWh/yr)	Potential CO ₂ Savings (ton/yr)
Citeureup	Ground mounted	Operational	32.50	45.00	39,150
	Rooftop	Operational	8.21	10.45	9,095
Tarjun	Ground mounted	Operational	19.65	26.00	33,280
	Rooftop	Operational	5.14	6.38	8,165
Cirebon	Rooftop	Operational	6.50	8.07	7,017
Grobogan	Rooftop	(Q3 2026)	6.20	7.71	6,705



Risks

External	<ul style="list-style-type: none"> • Geopolitical tension • Tariff trade uncertainty • High & volatile foreign exchange rate • Increase in energy price • Cement export competition
Economy	<ul style="list-style-type: none"> • Weak purchasing power • Stagnant/slow economy growth • Low FDI
Industry	<ul style="list-style-type: none"> • Oversupply capacity • Variety of fighting brand on bag product
Regulation	<ul style="list-style-type: none"> • ODOL (Over Dimension Over Loading) for truck • Electricity tariff • Carbon tax

Opportunities

Volume	<ul style="list-style-type: none"> • 2026 domestic volume is estimated to grow +1% • New infrastructure projects (MRT extension, giant seawall, toll roads, etc.) • Continuation of 3mio housings/annum
Policy	<ul style="list-style-type: none"> • Higher Ministry of Public Works budget in 2026 • Prolonged VAT discount on home purchase up to 2027 • Further cut of the interest rate • Economic stimulus packages
Sustainability	<ul style="list-style-type: none"> • Increase use of alternative fuels • Clinker reduction – more GREEN cement type: <ul style="list-style-type: none"> - <i>Bag: new SNI standard</i> - <i>Bulk: SPI (Semen Portland Industri), hydraulic cement, slag cement</i> - <i>Increase use of alternative materials</i> • Operation of solar panels in Indocement factories • Continuous efforts on automation/digitalization
Distribution	<ul style="list-style-type: none"> • Improved connectivity from new toll roads & seaports • Further footprint expansion of Indocement

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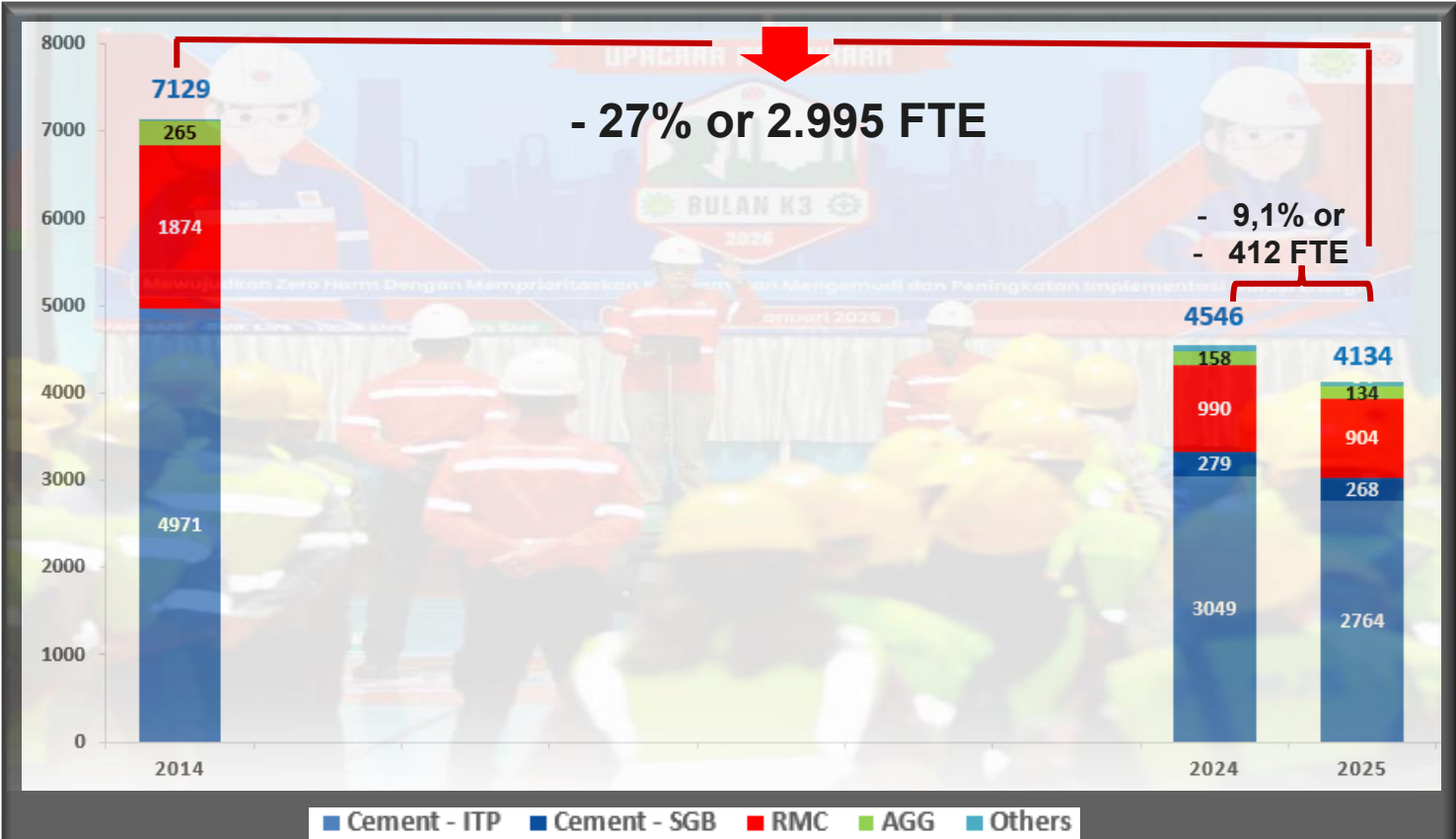
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Human Capital Development & Indocement Good Works



Sustaining Human Capital Competitiveness – HR efficiency continues to improve in line with a 38% increase in cement production capacity, from 20.5 million tons in 2014 to 28.3 million tons in 2024.

TRAINING CATEGORY	YTD DEC 2025		
	Modules	Participants	Training Hours
SHE Academy	483	17.733	97.711
Technical Academy	587	4.923	55.835
Management, Soft Competency Academy	383	8.036	41.393

Employee competency development is our top priority



SWA Award
“Best Employee Engagement”

Gradually we recruit the young generation for time to time to prepare next generation to prepare our successors. We focus on the qualified talent and develop their competency according to the company’s need and values.

Human Capital Development & Indocement Good Works

Zero Fatalities Over the Past Four Years!

Workplace Safety Remains Our Top Priority → *SAFETY FIRST!*

- ✓ **Implementation of Safety Training for employees, contractors, transporters, and other stakeholders**
- ✓ **“Safety Leadership”, leaders set a strong example in implementing workplace safety practices**
- ✓ **“Safety KPI” becomes one of the key factors in performance achievement**



**Award from SWA:
“Best Company” in SHE Implementation**

“Leave for work in the warm body and return home still in the warm body” — this is the message we consistently convey to all our employees to ensure workplace safety.

CERDAS (Cipta Energi Dari Sampah)

CERDAS Program presents a clean energy transition solution based on multi-stakeholder collaboration through the utilization of waste into RDF, while simultaneously driving the creation of economic value and strengthening the local-level waste management ecosystem.



Impact of Program:

- ✓ **Clean Energy Transition:** Waste is processed into RDF to replace part of fossil fuels
- ✓ **Ending Poverty:** Creating job opportunities and additional income for communities
- ✓ **Addressing Inequality:** Expanding business access and partnerships for local communities and village-owned enterprises (BUMDes)
- ✓ **Women's Empowerment:** Women actively involved in waste banks and waste management

Program Description

B2C

Business to Community

Distribution of RDF from SS45 Cooperative & Gunung Putri Village-Owned Enterprise (BUMDes)

31 Partners
23 Bank Sampah

B2E

Business to Employee

Sedekah sampah from employee via integrated apps

603 customers of
Bank Sampah



B2G

Business to Government

Distribution of RDF from waste processing facilities owned by the local government

6 district or city
government

B2B

Business to Business

RDF from business partners

> 24,000 ton RDF
utilized

Sustainability Compass

NATURE

The program contributes to reducing GHG emissions by replacing part of fossil fuel consumption in cement plants. In 2024 alone, it helped reduce 258,535.73 tons of CO₂ and achieved up to 43.8% savings in coal consumption within ITP's production process.

WELLBEING

CERDAS Program creates new job opportunities for community groups, particularly in the sectors of waste collection, sorting, and residual waste processing. (SR01: 5.68)



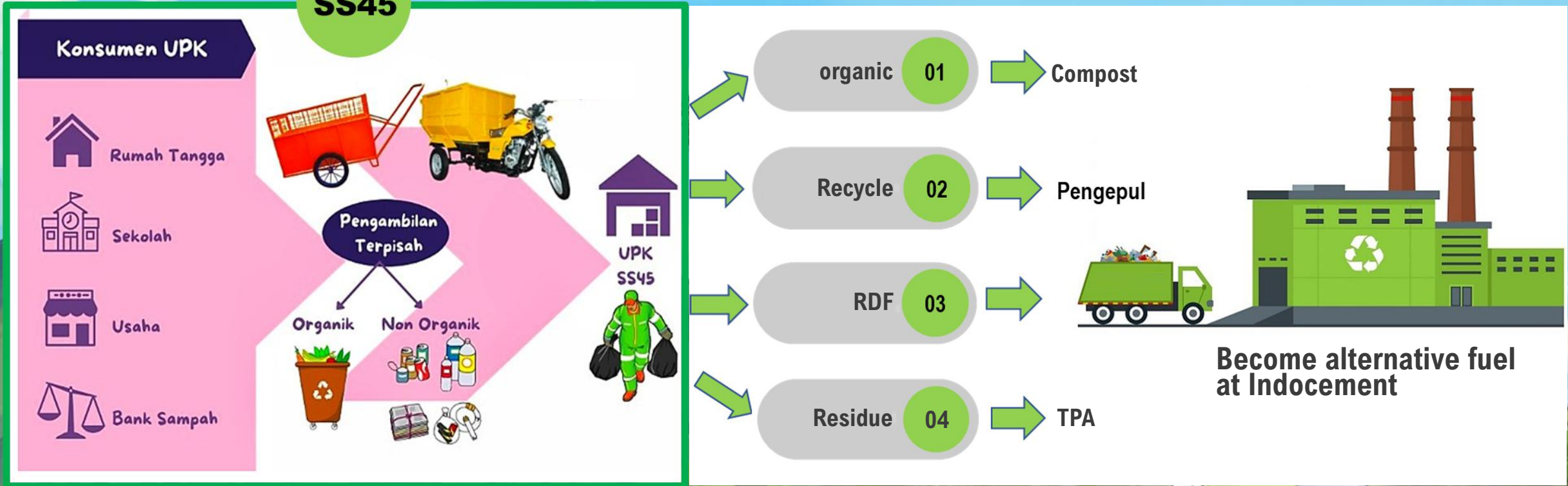
ECONOMY

CERDAS Program increases the income of members of SS45 Cooperative & Gunung Putri BUMDes (with turnover in 2025 reaching more than Rp670 million).

An integrated waste management ecosystem has been established through strong local institutions (SS45 Cooperative and Gunung Putri BUMDes), supported by a network of waste banks and community groups in Citeureup, Klapanunggal, and Gunung Putri, along with the active participation of communities, government, employees, and business partners.

Indocement Good Works B2C (Business to Community)

SS45



Waste sorting



RDF Pressing



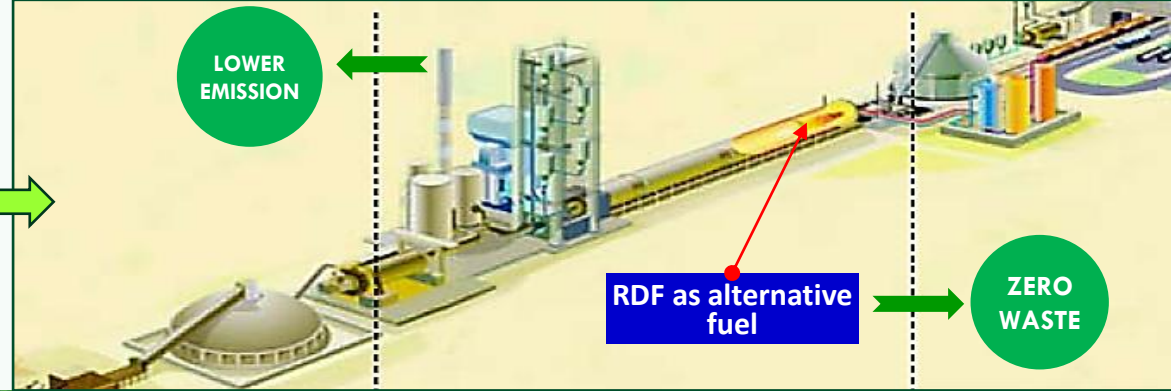
RDF Ready to Deliver



RDF Transport



LOWER
EMISSION



RDF as alternative
fuel

ZERO
WASTE

Indocement Good Works B2E (Business to Employee) - Sedekah Sampah



Sorting non-organic waste at each employee's house:

- No metal
- No glass
- Non-hazardous & toxic) waste



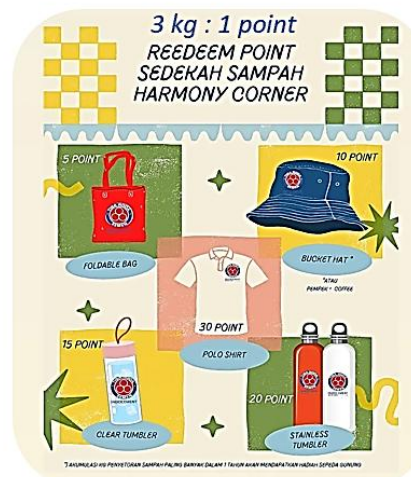
Waste to alternative fuel warehouse



Panduan Penggunaan Sedekah Sampah



Weighing & QR Code Filling.
Self-service basis, assisted by the CSR team



Waste Total
> 300 tons
Ags 2022 – Mar 2026



Waste as an alternative fuel

Members Total
687

Indocement Good Works

Program TIRO SEHAT (Tiga Roda Sehat)



A women's empowerment program through community based maternal, child, and family health services. Partnerships: Bogor District Health Office, Community Health Centers (Puskesmas), Village Governments, and Posyandu Cadres. Beneficiaries: more than 40,000 people.



dr. Wahyu Nurlitasari

REA COVERAGE Villages / Sub-Districts

1. Citeureup Village
2. Hambalang Village
3. Tajur Village
4. Pasir Mukti Village
5. Tarikolot Village
6. Gunungsari Village
7. Gunungputri Village
8. Nambo Village
9. Bantarjati Village
10. Lulut Village
11. Leuwikaret Village
12. Puspanegara Sub-District

Districts

1. Citeureup District
2. Gunung Putri District
3. Klapanunggal District

PERKASA TIGA RODA

Pemeriksaan Kesehatan Desa Mitra

GELAS TIGA RODA

Gerakan Lansia Sehat

KAPSUL SELARAS TIGA RODA

Kelas Plus Ibu Hamil Sehat Peduli dan Cerdas

SELARAS TIGA RODA

Sehat, Peduli dan Cerdas

LIGA TOKCER TIGA RODA

Peduli Gizi Anak untuk Tumbuh Optimal, Berkualitas, dan Cerdas

- Kegiatan pemeriksaan kesehatan dan pengobatan untuk masyarakat umum
- Posyandu untuk lansia dengan kegiatan edukasi kesehatan, senam lansia, skrining tekanan darah dan gula darah sewaktu, serta pemberian obat PTM
- Kelas ibu hamil/nifas/menyusui. Kegiatan: senam hamil, edukasi kesehatan Ibu & anak, pemeriksaan tekanan darah & sel darah merah, pemberian suplemen kehamilan, serta demo masak PMT-Penyuluhan
- Edukasi kesehatan untuk masyarakat umum dan anak sekolah.
- Program PMT-Penyuluhan untuk balita yang berkunjung ke Posyandu Desa Mitra.



PT INDOCEMENT TUNGGAL PRAKARSA TBK
CID
TIRO SEHAT
PLATINUM



AWARDS



INDOCEMENT
Heidelberg Materials

PROPER Award MoE 2024

Proper Emas: Cirebon Factory
Proper Hijau: Citeureup Factory
Proper Hijau: Tarjun Factory



TOP CSR Awards 2025 Platinum Trophy, Star 5, and Top Leader on CSR Commitment for CEO Christian Kartawijaya



CSR & PDB Awards 2025 Kemendes – Gold Category



Indonesia Sustainable Development Awards (ISDA) 2024-2025 Platinum Category



SWA Magazine



TOP CSR Awards 2025 Highest Award: "Platinum" "Jangkrik BOS" Program



BISRA



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Thank You

