



KOBUMI GROUP

ANNUAL REPORT

2025





INTERPRETATION AND DISCLAIMER

This Annual Report includes information on the performance, financial condition, and strategic direction of Kobumi Group. Forward-looking statements contained herein are inherently subject to risks and uncertainties, many of which are beyond the Company's control, and therefore actual results may differ materially from those anticipated.

For this report, "the Company" or "KOBUMI" refers to PT Ekosistim Bumi Lestari, and "KOBUMI Marine" refers to PT Kobumi Samudra Khatulistiwa. Both entities operate in close coordination under the Kobumi Group structure.

KOBUMI
Finest Goods of The Eastern Paradise

KOBUMI
MARINE

TABLE OF CONTENTS

BOARD OF DIRECTORS' MESSAGE	04	STRATEGIC PROGRAMS AND COLLABORATIONS	36
2025 PERFORMANCE HIGHLIGHTS	06	FINANCIAL PERFORMANCE REVIEW	40
• KOBUMI	06	• KOBUMI	40
• KOBUMI Marine	07	Income Statement	40
2025 FINANCIAL PERFORMANCE OVERVIEW	08	Cash Flow Statement	41
• KOBUMI	08	Balance Sheet	41
• KOBUMI Marine	09	Financial Statement Analysis	42
2025 KEY MILESTONES	10	• KOBUMI Marine	43
KOBUMI GROUP PROFILE	12	Income Statement	43
• Strategic Business Units	14	Cash Flow Statement	44
• Operational Areas	16	Balance Sheet	44
• Cooperative Shareholders	18	Financial Statement Analysis	45
OPERATIONAL AND BUSINESS PERFORMANCE	20	SOCIAL, ECONOMIC, AND ENVIRONMENTAL COMMUNITY SUPPORT	46
• KOBUMI	20	REFLECTIONS AND FUTURE IMPROVEMENTS	50
Nutmeg Commodity	22	• Key Challenges and Lessons Learned	50
Copra Commodity	26	• Strategic Priorities for 2026	50
Product Diversification	29	• Sales Growth Targets	50
• KOBUMI Marine	30	• Strategic Strengthening of the Organization	53
Prawns Commodity	32	CLOSING REFLECTIONS	54
EcoXplorer Ecotourism	33		
Marine Product Diversification	34		

BOARD OF DIRECTORS'

MESSAGE

In 2025, KOBUMI marked an important milestone in advancing an economic model rooted in Indigenous communities across Eastern Indonesia. By working closely with villages, cooperatives, fishers, farmers, and Indigenous groups in Papua, the Maluku Islands, and Sulawesi, KOBUMI helped develop sustainable supply chains that strengthen market access for local commodities while promoting balance between people and nature.

In 2025, KOBUMI Group recorded a business value of IDR 39,932,953,410. KOBUMI Agroforestry increased sales by 57%, reaching IDR 32,433,901,415, while KOBUMI Marine generated IDR 7,499,051,995 through fisheries and marine ecotourism. These efforts engaged Indigenous and local communities in 104 villages, with stewardship activities covering 247,782 hectares of forests, coasts, and small islands.

KOBUMI's supply chain initiatives have generated measurable economic progress, such as a 15% average increase in community income through local product markets. By expanding into domestic and Asian export markets—including India, Vietnam, and China—KOBUMI has demonstrated that green and blue economies can thrive together with environmental protection and stronger local economies.

This year, KOBUMI strengthened its corporate governance by establishing PT EcoBumi as its holding company. In partnership with EcoNusa Foundation and strategic partners, we have built a more inclusive, sustainable business model, achieving greater impact for both communities and the environment.

We extend our sincere appreciation to all team members, communities, cooperatives, and partners for their dedication and collaboration throughout the year.

Sincerely,

KOBUMI Group



PERFORMANCE HIGHLIGHTS

KOBUMI 2025



304,003 Kg

Spice Sales
(Nutmeg, Mace, and Cloves)



90,300 Kg

Copra
Sales



1,079 Kg

Cocoa
Sales



986 Kg

Patchouli Oil
Sales

36%

Sales Volume
Growth
(vs 2024)

396,368 kg

Total
Volume Sold

28%

Revenue
Growth
(vs 2024)

751%

Profit
Increase
(vs 2024)

IDR 32,433,901,415

Total Revenue Generated

IDR 228,551,547

Total Profit Generated

9%

Increase in
Operating
Expenses
(vs 2024)

IDR 30,501,729,103.86

Total
Operating
Expenses

PERFORMANCE HIGHLIGHTS

KOBUMI MARINE 2025



44.16 Tons

Commodities Sold
(Including Prawns, Fish, Tuna, Squid, and Venison)



EcoXPLORER

10 Liveaboard Trips

for Leisure and Research

IDR 7,499,051,995

Total Revenue Generated

IDR 849,333,950

Total Profit Generated

IDR 6,436,486,886

Total Operating Expenses

2025 FINANCIAL OVERVIEW KOBUMI

Date:

01/01/2025 - 31/12/2025 (IDR)

INCOME STATEMENT SUMMARY

Revenue	32,433,901,415
Cost of Revenue	30,501,729,104
Operating Expenses	557,379,194
Operating Profit (Loss)	1,374,793,117
Other Income	353,242,085
Non-Operating Expenses	1,499,483,655

NET PROFIT **228,551,547**

BALANCE SHEET SUMMARY

Current Assets	14,627,780,677.96
Non-Current Assets	747,330,476

TOTAL ASSETS **15,375,111,154**

Liabilities	16,814,063,085
Accumulated Profit (Loss) for the Year	(1,438,951,931)
Total Liabilities and Equity	15,375,111,154

CASH FLOW SUMMARY

Operating Activities	(2,260,928,210)
Non-Operating Activities	3,963,249,400
Increase (Decrease) in Cash and Cash Equivalents	1,702,321,190
Beginning Cash and Cash Equivalents	1,961,229,208

CLOSING CASH AND CASH EQUIVALENTS **3,663,550,398**

INSIGHT

Profitability Ratio	0.97%
Net Profit Margin (NPM)	
Solvency Ratio	108.93%
Debt-to-Equity Ratio (DER)	
Liquidity Ratio	0.89
Current Ratio	

2025 FINANCIAL OVERVIEW KOBUMI MARINE

Date:

01/01/2025 - 31/12/2025 (IDR)

INCOME STATEMENT SUMMARY

Revenue	7,499,051,995
Cost of Revenue	6,436,486,886
Operating Expenses	700,747,061
Operating Profit (Loss)	361,818,048
Other Income	487,515,902
Non-Operating Expenses	0

NET PROFIT 849,333,950

BALANCE SHEET SUMMARY

Current Assets	1,691,457,419
Non-Current Assets	1,389,542,185

TOTAL ASSETS 3,080,999,604

Liabilities	2,231,665,654
Accumulated Profit (Loss) for the Year	849,333,950
Total Liabilities and Equity	3,080,999,604

CASH FLOW SUMMARY

Operating Activities	2,073,037,981
Non-Operating Activities	(1,469,843,621)
Increase (Decrease) in Cash and Cash Equivalents	1,452,528,310
Beginning Cash and Cash Equivalents	0

CLOSING CASH AND CASH EQUIVALENTS 1,452,528,310

INSIGHT

Profitability Ratio	12.81%
Net Profit Margin (NPM)	
Solvency Ratio	179.46%
Debt-to-Equity Ratio (DER)	
Liquidity Ratio	0.89
Current Ratio	

2025 KEY MILESTONES



KOBUMI 2024 General Meeting of Shareholders and EcoNusa Business Development Consolidation.



Strategic Consolidation Workshop for KOBUMI and KOBUMI Marine.



KOBUMI Group (2025) Business Review (H1) and Strategic Planning (H2).



Export of 15 Tons of Nutmeg to China.



Internal Control System (ICS) and Nutmeg Product Traceability Training.



Farmer Data Integration for Enhanced Traceability System Development.



Ministry of Forestry Official Site Visit to Ambon Warehouse.



Indonesian House of Representatives (DPR RI) Official Visit to Sorong Office.



Showcased at Trade Expo in partnership with the Sorong Government.



Ambon Warehouse Relocation to Optimize Operational Efficiency.



Community Agroforestry Warehouse Development in Ambon.



Expansion of Logistics Fleet with Two Additional Cargo Vessels.

KOBUMI

GROUP PROFILE

Since 2025, KOBUMI has strategically structured its operations into four business entities to better support community-based commodities across coastal and inland regions. PT Ekosistem Bumi Lestari focuses on agroforestry and sustainable forest products, while PT Kobumi Samudra Khatulistiwa specializes in fisheries, marine logistics, and sea transportation.

PT EcoBumi serves as the holding company for KOBUMI's expanding business units, including Kobumi Food and Kobumi Industri. These entities will continue to grow as part of KOBUMI's long-term strategy to promote sustainable, community-based economic development in Eastern Indonesia.



ECOBUMI

INDIGENOUS ENTERPRISE

KOBUMI
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KOBUMI
MARINE

KOBUMI
FOOD

SAMPARI INDUSTRI
DOMBERAI

Strategic BUSINESS UNITS

KOBUMI

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Business Line:

Agroforestry Sector

Managed by:

PT Ekosistim Bumi Lestari

.....

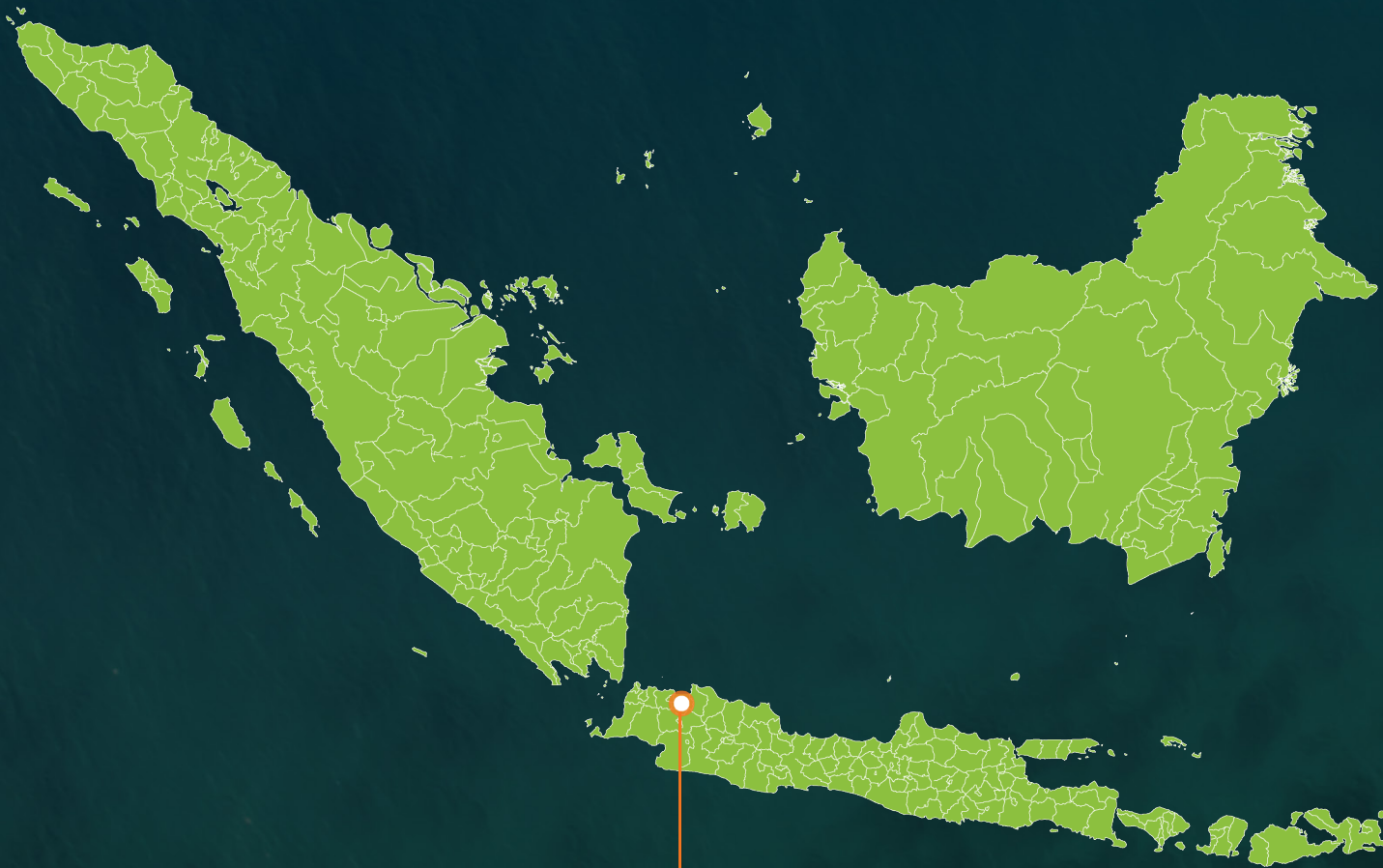
This business line focuses on developing sustainable agroforestry commodities and non-timber forest products (NTFPs). As the primary off-taker, KOBUMI ensures market access for spices produced by indigenous and local communities. KOBUMI provides fair and transparent pricing at the farmer level and progressively builds a traceability system to guarantee product integrity from the source directly to the consumer.



Business Line:
Marine, Ecotourism, and Logistics Sector
Managed by:
PT Kobumi Samudra Khatulistiwa

This business line manages fisheries commodities and develops marine exploration tourism. Serving as an aggregator for marine commodity hubs, KOBUMI Marine integrates marine operational solutions with travel experiences rooted in conservation principles and coastal community empowerment.

OPERATIONAL AREAS



Jakarta

DKI Jakarta, Indonesia
Representative Office

Information:



Main Warehouse



Red Bean



Nutmeg



Shrimp



Sago



Cacao



Fishery



EcoTourism



Clove



Seaweed



Patchouli Oil



Betel Nut



Fleet
Kobumi, Myristica, Doberai



Copra



Red Fruit



Coffee



EcoXplorer

Sorong

Southwest Papua, Indonesia

Main Warehouse, Cold Storage, Fleet, and Processing and Development Facilities for the Papua Region.



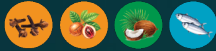
Raja Ampat Island

Southwest Papua, Indonesia



Halmahera

North Maluku, Indonesia



Sangihe Island

North Sulawesi, Indonesia



Luwuk

Central Sulawesi, Indonesia



Ambon

Maluku, Indonesia

Main Warehouse for Spice Agroforestry Cold Storage and Processing and Development Facilities for the Maluku Islands Region.



East Seram

Maluku, Indonesia



Banda Island

Central Maluku, Indonesia

Banda Marine Station



South Sorong

Southwest Papua, Indonesia

South Sorong Marine Station



Maybrat

Southwest Papua, Indonesia



Manokwari

West Papua, Indonesia



Biak

Papua, Indonesia



Jayapura

Papua, Indonesia

Commodity Storage Warehouse



Paniai

Central Papua, Indonesia



Kaimana

West Papua, Indonesia

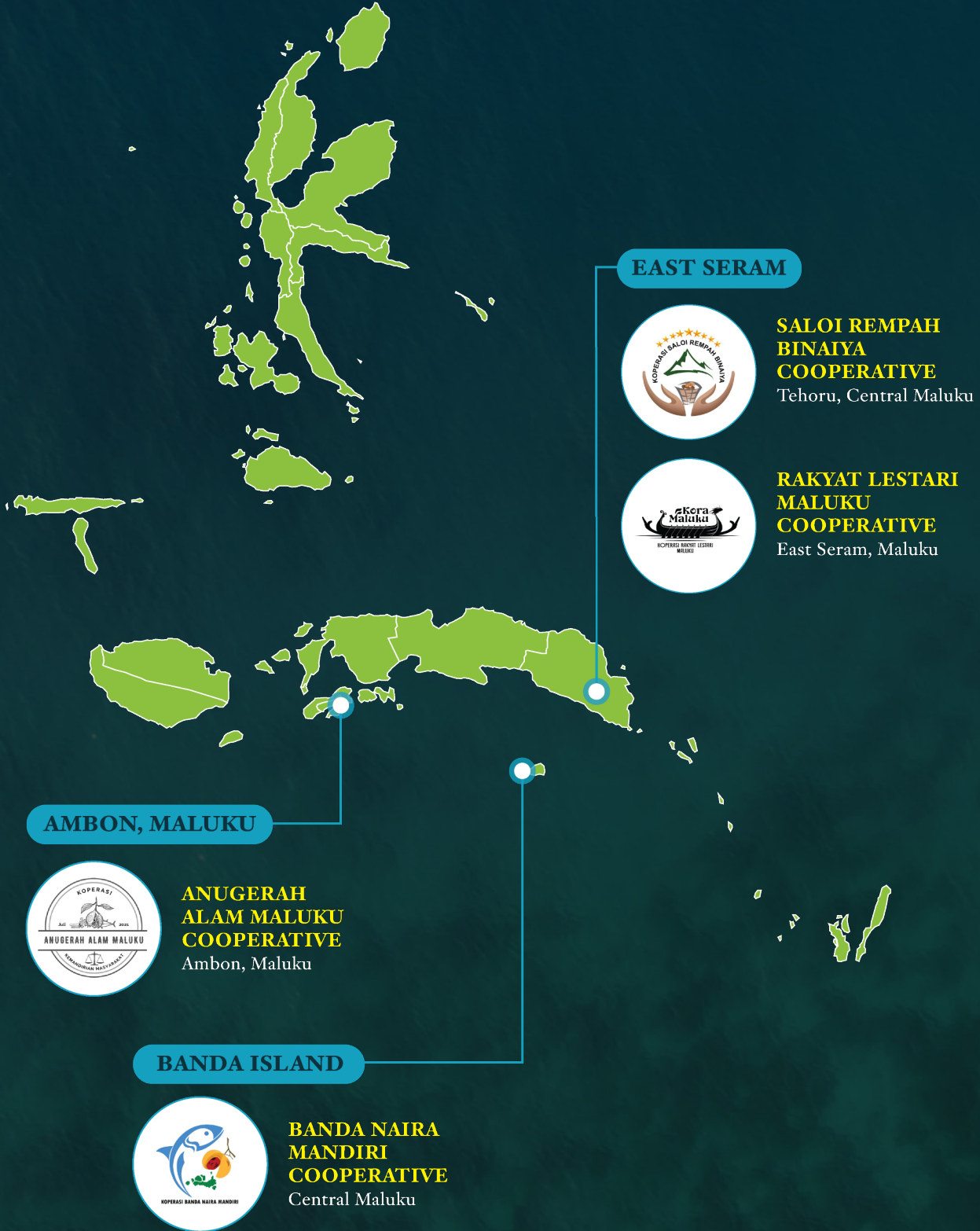


Merauke

South Papua, Indonesia



COOPERATIVE SHAREHOLDERS



SORONG



**KEIK BOSON
KAMWARIS
COOPERATIVE**
Sorong, Southwest Papua



**EGEK MALAUMKARTA
RAYA COOPERATIVE**
Sorong, Southwest Papua

SOUTH SORONG



**FGAN FEN SISI
COOPERATIVE**
South Sorong,
Southwest Papua

JAYAPURA, PAPUA



**YORA MEKHANDE
COOPERATIVE**
Jayapura, Papua

KAIMANA



**TOMANG NEGERI
LENGGURU
COOPERATIVE**
Kaimana, West Papua



OPERATIONAL AND BUSINESS PERFORMANCE



KOBUMI operates in a global industry that is experiencing steady growth, especially in the spice and nature-based commodities sector. The global spice market was valued at approximately USD 24.7 billion in 2024 and is expected to grow at a CAGR of 5.3% through 2032, driven by rising demand for natural, sustainable, and high-quality products.

Indonesia plays a strategic role in the global supply chain as one of the world's leading spice producers, particularly for nutmeg and cloves. The country supplies approximately 75–80% of global nutmeg demand and remains a major exporter of various spice commodities to markets across Asia, Europe, and the Americas. Indonesia's export performance has remained resilient despite global market fluctuations. From January to November 2023, spice exports totaled 148.22 thousand tons, valued at USD 564.12 million. This highlights the significance of spice commodities as a key source of foreign exchange and their strong long-term market potential.

However, supply has not always kept pace with growing global demand. Climate change, limited productivity, and stricter quality and traceability requirements are key challenges to competitiveness.

Global markets now require products that meet high standards, demonstrate robust traceability, and adhere to sustainable production practices.

Eastern Indonesia, particularly Maluku and Papua, holds a strategic position as the primary source of valuable spices such as nutmeg and cloves, which originated in these regions. Favorable agroclimatic conditions make these areas the backbone of Indonesia's high-value spice production for international markets.

To address these opportunities and challenges, KOBUMI has focused its business development strategy on high-value commodities, including spices, coconut, and cocoa. This approach goes beyond traditional trading and is enhanced by collaboration with EcoNusa Foundation to promote sustainable, community-based natural resource management.

Through this partnership, KOBUMI and EcoNusa Foundation strengthen the supply chain by working with farmers and local communities, improving product quality, and developing traceability systems to meet stricter global standards for transparency and sustainability.



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Sweet Goods of The Eastern Paradise

NUTMEG COMMODITY

In 2025, the agroforestry sector in Eastern Indonesia recorded strong performance, expanding the reach of spice commodities into both domestic and international markets. Total sales reached 304,000 kilograms of nutmeg seeds and mace, a 35.6% increase from the previous year. The sales covered multiple product grades, including AB, SS, BWP, mace, and mace residue, totaling IDR 30,525,152,515 in transaction value.

Demand from various domestic business partners was successfully met, while international exports to the Indian market were also carried out, further strengthening KOBUMI's position in the global spice trade.

NUTMEG SALES BY GRADE (IN KG)

NUTMEG AB

NUTMEG SS

94,244.7 Kg

NUTMEG BWP

45,351.2 Kg

MACE

14,469.1 Kg

2,260.3 Kg

MACE RESIDUE

Grade AB recorded the highest sales volume throughout 2025, making it the best-performing grade during the year. This grade is recognized for its superior quality, characterized by larger seed size, intact kernel structure, and high essential oil content, making it highly preferred in both domestic and international markets. Currently, KOBUMI's nutmeg commodities are sourced through a selective procurement process from the Maluku Islands, one of Indonesia's most prominent centers for high-quality nutmeg and mace production. This sourcing strategy ensures product consistency, quality assurance, and stronger supply reliability across the value chain.



147,689 Kg

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TRACEABILITY OF NUTMEG SOURCES IN THE MALUKU ISLANDS

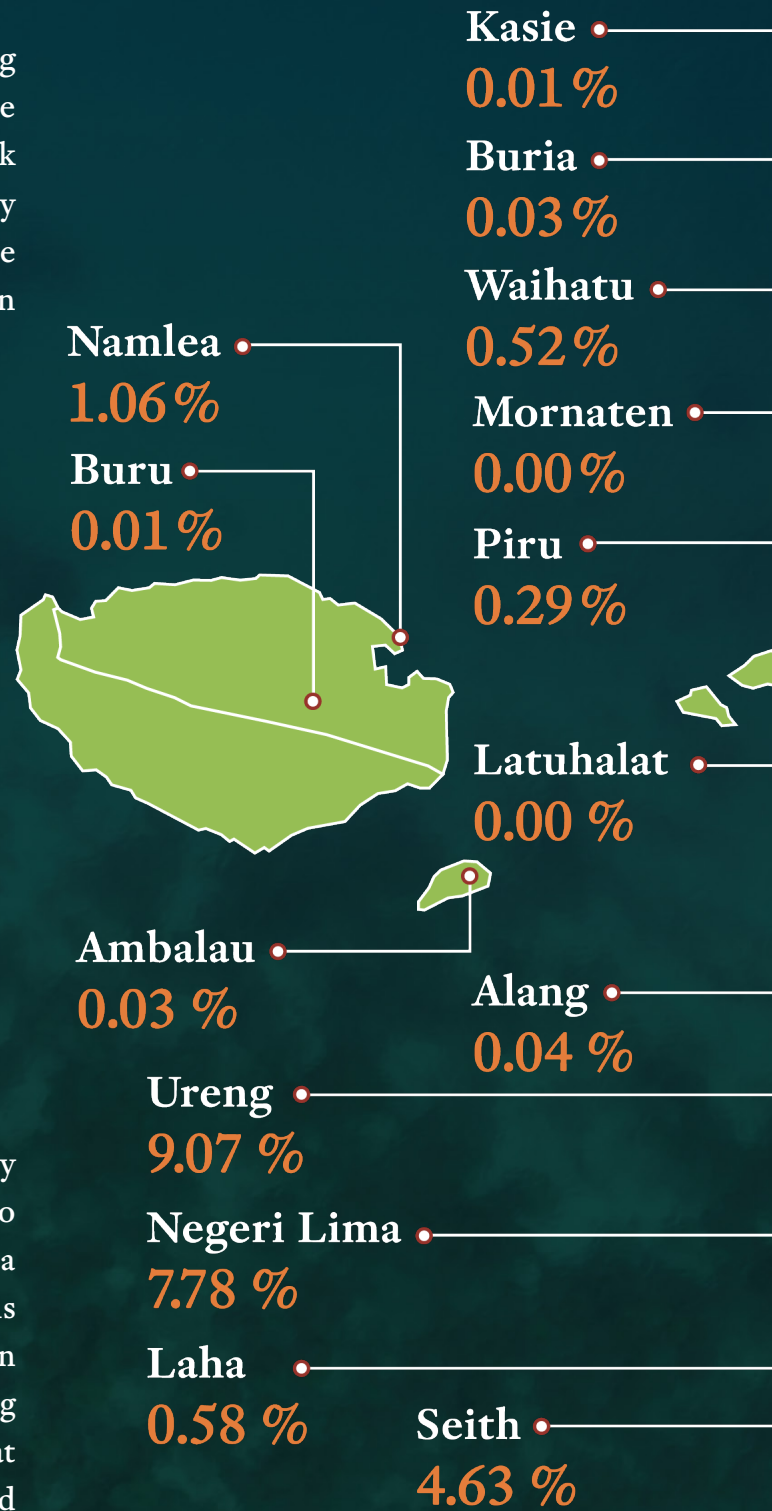
Throughout 2025, KOBUMI sourced nutmeg from approximately 37 locations across the Maluku Islands, reflecting the extensive network of farmers and suppliers involved in its supply chain. Among these sourcing points, three areas recorded the highest contribution in procurement volume:

Banda Naira
59,640.8 kg
 (23.26%)

Tahoku
56,604.7 kg
 (22.08%)

Ambon
26,814.5 Kg
 (10.46%)

Nutmeg sourced from these regions not only represents premium product quality but also reflects KOBUMI's commitment to building a transparent and sustainable supply chain. This sourcing data serves as an important foundation for planning efficient distribution, strengthening partnerships with local farmers, and ensuring that every stage of the value chain delivers fair and sustainable benefits to both local communities and business stakeholders.





North Maluku

Tobelo
0.18%

Taniwel
0.12 %

Rumakay
0.02 %

Hualoy
0.02 %

Wahatu
1.56 %

Saleman
0.01 %

Hatualang
0.01 %

Bula
0.02 %

Kesui
1.76 %

Tehoru
8.17 %

Sanulu
1.54 %

Poka
0.44 %

Warinama
0.07 %

Seram
1.68 %

Wakal
2.88 %

Ambon
10.46 %

Banda
23.26 %

Teor
1.04 %

Tahoku
22.08 %

Hatu
0.25 %

Damer
0.16 %

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COPRA COMMODITY

Coconut is one of the most promising commodities with high economic value and continuously expanding market opportunities. Throughout 2025, KOBUMI successfully recorded copra sales of 113,300 kilograms (113.3 tons), with a total transaction value of IDR 1,908,412,900, supplying the Surabaya market. The copra was sourced from the production activities of local communities and indigenous groups in the Sarmi and Kaimana regions. As part of its business development efforts, the group also established strategic partnerships with local churches, which play an important role in strengthening the supply chain and supporting community empowerment initiatives.

In its development process, KOBUMI, with support and guidance from EcoNusa Foundation, continues to improve copra production efficiency and product quality. Strategic collaboration with churches has also significantly strengthened the supply chain and empowered local economies. As a result, copra sales in 2025 reached a significant volume, generating tangible economic benefits for local communities while reinforcing KOBUMI's commitment to sustainable and inclusive commodity development.

Ketertelusuran Sumber Kopra (dalam Kg)

COPRA SARMI

57,209 Kg

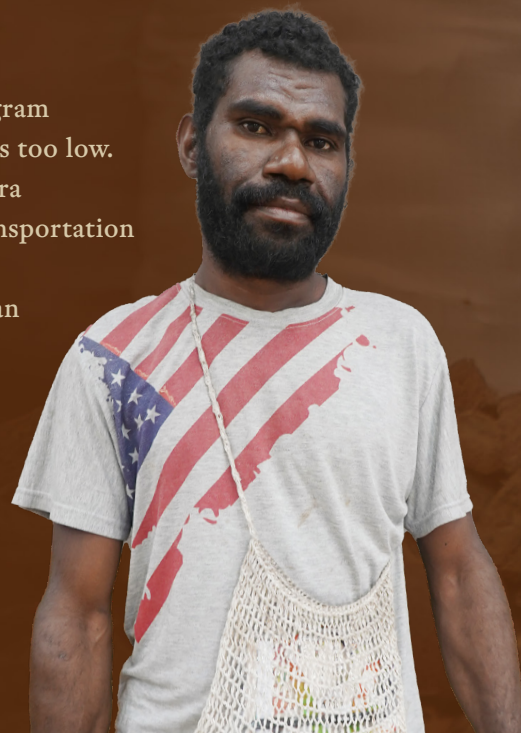
COPRA KAIMANA

33,129 Kg

“Previously, we sold raw copra for IDR 3,000 per kilogram and dried copra for IDR 5,000 per kilogram, which was too low. After KOBUMI, through Mr. Jamina, assessed our copra quality, they offered a better price and covered all transportation costs. Now, we regularly sell our copra through this partnership, and our income is significantly higher than what we used to earn from fishing in the village.”

Isak Bwara

Copra Farmer, Sarmi





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PRODUCT DIVERSIFICATION

In addition to its core commodities of copra and nutmeg, KOBUMI expanded its portfolio through the development of cocoa, patchouli oil, and cloves sourced from Eastern Indonesia. In 2025, the Company recorded a total marketing realization:

2,068 Kg

Total Marketing Realization

IDR 276,340,753

Total Sales Value



KOBUMI successfully marketed cocoa beans and patchouli oil through a strategic profit-sharing partnership with Agro Sejahtera Lestari Cooperative. This initiative strengthens KOBUMI's business structure and delivers sustainable economic benefits to local farmers.

Through this diversification strategy, KOBUMI is committed to fostering inclusive economic growth, increasing the market value of regional commodities, and strengthening community-based supply chains.

OPERATIONAL AND BUSINESS PERFORMANCE



Indonesia's archipelagic geography, with 70–80% of its territory consisting of marine waters, complements its rich terrestrial resources. As a result, the marine and coastal sector is a key pillar of sustainable economic development.

Indonesia's marine sector, including fisheries, marine ecotourism, and coastal environmental services, holds significant economic value. Coastal ecosystems, especially mangrove forests, are particularly important. By 2025, Indonesia's mangrove area is estimated at 3.45 million hectares, making it one of the largest in the world.

Mangroves protect coastal areas from abrasion and climate change, act as high-capacity carbon sinks, and provide critical habitats for marine species that support local livelihoods. Their ecological and economic value makes effective mangrove management essential to sustainable blue economy development.

With increasing global focus on climate change and sustainability, coastal and marine management now emphasizes conservation, ecosystem restoration, and local community empowerment, rather than just resource exploitation. This integrated approach is essential to balancing economic growth with environmental preservation.

In response, KOBUMI has expanded its role by developing marine sector initiatives under KOBUMI Marine. This reflects its commitment to sustainable coastal resource management and to creating meaningful economic impact for local communities.





PRAWNS COMMODITY

In 2025, KOBUMI Marine reported results for its marine commodities and supporting services in tourism and logistics.

Prawns sales reached 7.06 tons, or 88.25% of the annual target of 8 tons. While performance was close to target, minor shortfalls indicate opportunities to improve production and distribution further. This commodity generated IDR 534,790,000, underscoring its importance as a primary source of revenue in the marine business sector.

Prawns procurement relied on partnerships with cooperatives, local fishermen, and indigenous communities. Harvesting used traditional, sustainable methods rooted in local knowledge. This approach ensures supply quality and supports the economic empowerment of coastal communities across the value chain.

“Before joining the cooperative, going out to sea often felt uncertain. If the shrimp catch was small, we sometimes returned home without any income. Since the cooperative was established, even a small catch can still be sold and provide income. No matter how little we catch—even just one kilogram—we can still bring it in, sell it, and support our daily needs.”

Asita Meres

Fisherman, Fgan Fen Sisi Cooperative

ECOXPLORER ECOTOURISM

KOBUMI Marine achieved positive growth in tourism and logistics by conducting 10 trips comprising leisure and monitoring activities. These activities generated IDR 5,835,586,455.69 in revenue, positioning EcoXplorer as a key contributor to the business unit's performance.

EcoXplorer is an exploratory travel platform that connects visitors to natural destinations in Papua and Maluku. It offers tourism experiences while integrating ecosystem monitoring and cross-sector scientific collaboration.

EcoXplorer bridges market education, local community engagement, and the promotion of the region as a responsible ecotourism destination. It also fosters collaboration among researchers, local communities, and stakeholders to preserve ecosystems and support sustainable, ecology-based economic development.

“I was truly happy sailing with EcoXplorer. From the vessel to the team, everything was well managed and left a strong impression. What made it even more meaningful was its clear social mission and commitment to local communities. The team was welcoming, attentive, and made the journey feel truly special—far beyond my expectations.”

Janet
EcoXplorer Guest



MARINE PRODUCT DIVERSIFICATION

KOBUMI Marine is known for its core prawn business and ecotourism vessel services. In line with its diversification strategy, the company expanded into other marine-based commodities.

In 2025, this segment achieved a total sales volume of 37.1 tons. This result highlights strong market demand and the growing potential of locally sourced marine resources.

The diversification includes specific commodities, such as 178 kg of venison from Waimon Village. KOBUMI Marine also recorded sales of 2,046 kg of tuna loin.

Fish and other marine products totaled 34,818 kg, some of which were sold through a profit-sharing partnership with the Sangihe Mang Sunaung Cooperative.

Overall, the value contribution from this commodity category amounted to IDR 193,162,235.61, further affirming that business diversification and strategic partnerships are key drivers in strengthening KOBUMI Marine's resilience and growth.



Tuna Loin

2,046 Kg



Fish & Other Marine Products

34,818 Kg



Venison

178 kg

CONTRIBUTING SOURCING COMMODITY

The achievements in 2025 were made possible by the active involvement of local partners across all KOBUMI business lines in both the agroforestry and marine sectors. Commodity procurement relied on partnerships with cooperatives, many of which are also shareholders, and on close collaboration with local fishermen and indigenous communities throughout the operational areas.



Total Sourcing:

Banda Nutmeg

2,505.3 Kg

Contributing Cooperatives:



BANDA NAIRA MANDIRI COOPERATIVE
Banda Neira, Central Maluku
Maluku Province

Total Sourcing:

Sarmi Copra

57,209 Kg

Contributing Cooperatives:



YORA MEKHANDE COOPERATIVE
Jayapura, Papua Province

Other Cooperatives:



TOMANG NEGERI LENGGURU COOPERATIVE
West Papua Province



YORA MEKHANDE COOPERATIVE
Papua Province



EGEK MALAUMKARTA RAYA COOPERATIVE
Southwest Papua Province



KEIK BOSON KAMWARIS COOPERATIVE
Southwest Papua Province



FGAN FEN SISI COOPERATIVE
Southwest Papua Province



SALOI REMPAH BINAIYA COOPERATIVE
Maluku Province



ANUGERAH ALAM MALUKU COOPERATIVE
Maluku Province



BANDA NAIRA MANDIRI COOPERATIVE
Maluku Province



RAKYAT LESTARI MALUKU COOPERATIVE
Maluku Province



Total Sourcing:

Prawns

2,856.2 Kg

Contributing Cooperatives:



FGAN FEN SISI COOPERATIVE
South Sorong Regency,
Southwest Papua Province

1,858 Kg

Contributed by:

Economic Development Station and Fishermen Groups

1,664 Kg

Contributed by:

Community Economic Development Station in Inanwatan

648.25 Kg

Contributing Cooperatives:



KEIK BOSON KAMWARIS COOPERATIVE
Sorong,
Southwest Papua Province

STRATEGIC PROGRAMS AND COLLABORATIONS

I-SEA Program (IKEA Social Entrepreneurship Accelerator):



KOBUMI participated in the I-SEA Program, a collaboration between IKEA and Instellar, to strengthen sustainable supply chain standards and enhance the managerial and operational capacity of local farmers for global market competitiveness.



Cocoa Development through Mars Academy:

KOBUMI partnered with the EcoNusa Foundation to join the Mars Academy Program, enhancing local capacity for sustainable cocoa production with participants from North Luwu and Jayapura.



Sustainable Spice Initiative (SSI) Indonesia:

KOBUMI participated in SSI Indonesia to support the development of a sustainable and competitive spice supply chain.



Investment Readiness Accelerator – TeKSI

KOBUMI Marine joined the TeKSI Program, which provided business plan development through 2030, financial strategy workshops, and support for investment readiness through improvements in business models and governance.

In 2025, alongside multi-stakeholder collaboration, KOBUMI focused on strengthening stakeholder confidence through certifications and compliance. Achieving ISO 9001 and HACCP certifications demonstrates our commitment to quality assurance and food safety. Registering the KOBUMI trademark under Intellectual Property Rights (HAKI) further reinforced our corporate identity and legal protection across business lines.

KOBUMI began developing a transparent and accountable supply chain system in 2025, starting with a nutmeg traceability initiative in Maluku. The company registered 105 farmers and mapped 43.28 hectares of cultivation land, establishing a strong data foundation for reliable traceability. This development, supported by IDR 239,650,000 in funding from the VC3 Project in collaboration with KEM (Koalisi Ekonomi Membumi), reflects KOBUMI's commitment to delivering sustainable, trusted products for domestic and international markets.

Traceability Map of KOBUMI Nutmeg Farmers in Maluku



Total
Farmers

105

Total
Area

43.28 Ha

Jazira Leihitu

42 Farmers

26.51 Ha

Banda Island

63 Farmers

16.77 Ha

- Farmers' Gardens in Jazira Leihitu
- Farmers' Gardens in Banda Island



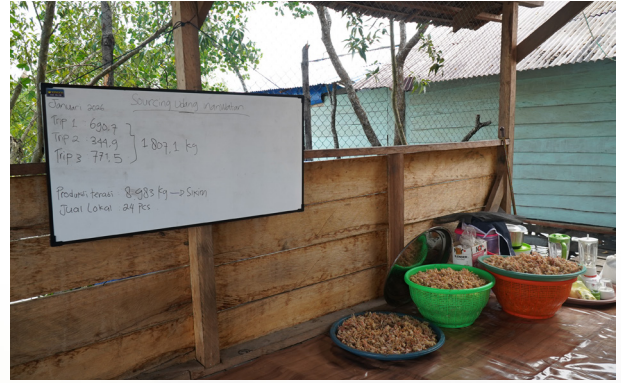
To improve operational efficiency and facilitate broader market access for local communities, in 2025 KOBUMI Marine, with support from EcoNusa Foundation, completed the construction of the Community Product Development Station in Teminabuan, South Sorong. This development serves as a strategic initiative to strengthen the supply chain for marine products and increase the added value of local commodities.

The Community Product Development Station functions as a standardized collection hub for the trading and storage of community catch, particularly shrimp. The facility also serves as a distribution center that enables communities to secure better prices and expand their market access, allowing fishers to obtain fairer and more sustainable economic value from their catch.

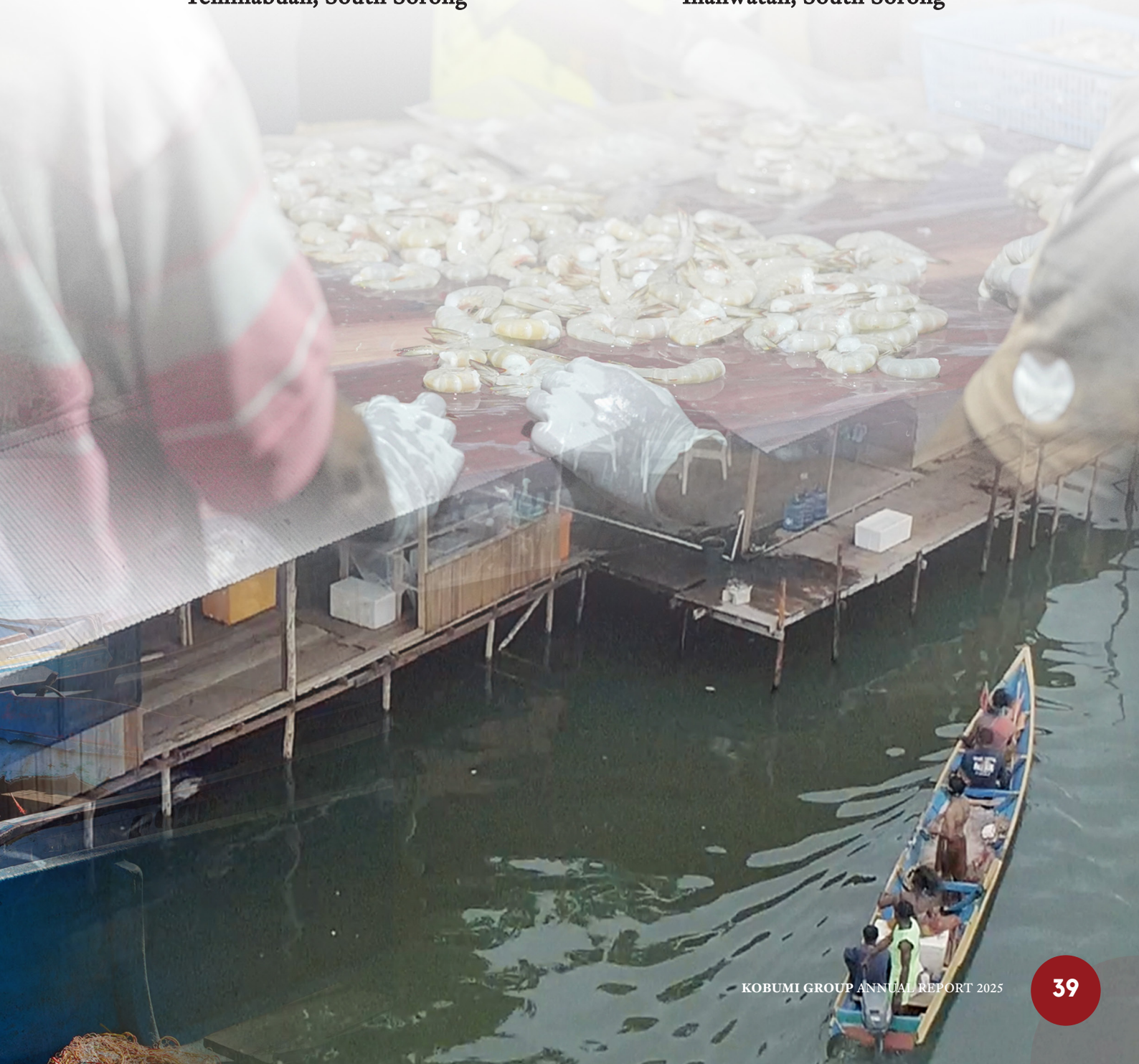




**Marine Station
Teminabuan, South Sorong**



**Marine Station
Inanwatan, South Sorong**



FINANCIAL PERFORMANCE REVIEW



We present the Financial Report for fiscal year 2025, which provides a transparent overview of our financial performance and operational results in managing indigenous and local community-based products. In 2025, the company recorded revenue growth of 20% compared to 2024, reflecting continued improvement in business performance throughout the reporting period.

Income Statement

Description	Amount (IDR)
Revenue	32,433,901,415
Cost of Revenue	30,501,729,104
Operating Expenses	557,379,194
Operating Profit	1,374,793,117
Other Income	353,242,085
Non-Operating Expenses	1,499,483,655
Net Profit / (Loss)	228,551,547

The financial performance of PT Ekosistim Bumi Lestari (KOBUMI) in 2025 showed a positive trend, with revenue reaching IDR 32,433,901,415. This improvement was driven by the continued expansion of the company's business activities and by more effective operational management throughout the year.

Despite challenges in production costs and operational dynamics, KOBUMI maintained cost efficiency, with operating expenses totaling IDR 557,379,194. The company also generated additional income of IDR 353,242,085 from supporting activities, including motorcycle rental operations in Ambon and salary reimbursements from the VC3 project team. These additional sources of income contributed positively to the overall financial performance during the reporting period.

Overall, KOBUMI achieved a net profit of IDR 228,551,547 at the end of 2025. This outcome highlights the strengthening of the company's business strategy and increasingly optimized operational management, providing a solid foundation for sustained business growth ahead.

Cash Flow Statement

Description	Amount (IDR)
Operating Activities	(2,260,928,210)
Non-Operating Activities	3,963,249,400
Increase (Decrease) in Cash and Cash Equivalents	1,702,321,190
Beginning Cash and Cash Equivalents	1,961,229,208
Closing Cash and Cash Equivalents	3,663,550,398

KOBUMI maintained a solid financial position, with year-end cash balance reaching IDR 3,663,550,398. During 2025, net cash increased by IDR 1,702,321,190, mainly supported by positive contributions from non-operational activities amounting to IDR 3,963,249,400, while the Company continued to strengthen its core business operations.

Balance Sheet

As of December 2025

Assets	Liabilities	Equity
15,375,111,154	16,814,063,085	(1,438,951,931)

As of December 2025, PT Ekosistim Bumi Lestari recorded total assets of IDR 15,375,111,154, while total liabilities were higher at IDR 16,814,063,085. This resulted in negative equity of IDR 1,438,951,931, meaning the company's total obligations are still greater than its assets.

The company's current assets were mainly raw nutmeg inventory, representing the remaining stock at the end of the year, valued at IDR 6.91 billion. This shows that nutmeg remains the company's main asset and continues to support its day-to-day operations.

Trade payables remain the largest component of liabilities, at IDR 9.75 billion, reflecting the company's ongoing use of supplier credit to support its operations. Although the company recorded a net profit of IDR 228,551,547 during the year, this was not yet enough to cover past accumulated losses. As a result, equity remains in a negative position.

Overall, the balance sheet shows that the company is in a recovery phase. However, there is still work to be done to strengthen the financial position, especially by improving profitability and gradually reducing liabilities.

Financial Statement Analysis

As of December 2025

Profitability	Solvency	Liquidity
0.97%	108.93%	0.89

- **Profitability**

The profitability ratio indicates that PT Ekosistim Bumi Lestari achieved a net profit margin of 0.97% during the reporting year. Although the company recorded positive earnings, the margin remains relatively low. This highlights the importance of continued efforts to improve operational efficiency and optimize revenue performance.

- **Solvency**

A solvency ratio above 100% indicates that the company's capital structure remains heavily weighted toward debt financing. This reflects a relatively high dependence on liabilities compared to equity. Moving forward, the company will focus on strengthening its capital structure and improving liability management to support long-term financial stability.

- **Liquidity**

The liquidity ratio remains below 1, indicating that the company's ability to meet short-term obligations still requires improvement. This condition highlights the need to strengthen cash flow management, increase current assets, and maintain a healthier balance between short-term assets and liabilities to support sustainable operations.

FINANCIAL PERFORMANCE REVIEW



Income Statement

Description	Amount (IDR)
Revenue	7,499,051,995
Cost of Revenue	6,436,486,886
Operating Expenses	700,747,061
Operating Profit	361,818,048
Other Income	487,515,902
Non-Operating Expenses	0
Net Profit / (Loss)	849,333,950

In 2025, PT Kobumi Samudra Khatulistiwa KOBUMI Marine recorded revenue of IDR 7,499,051,995, with cost of revenue and operating expenses totaling IDR 6,436,486,886 and IDR 700,747,061, respectively. KOBUMI Marine also generated other income of IDR 487,515,902, which contributed to the company's performance during the year. As a result, KOBUMI Marine recorded a net profit of IDR 849,333,950 at the end of 2025. As a new independent company, KOBUMI Marine demonstrated stable initial performance while continuing to adjust and consolidate its business activities.

Cash Flow Statement

Description	Amount (IDR)
Operating Activities	2,073,037,981
Non-Operating Activities	(1,469,843,621)
Increase (Decrease) in Cash and Cash Equivalents	1,452,528,310
Beginning Cash and Cash Equivalents	0
Closing Cash and Cash Equivalents	1,452,528,310

PT Kobumi Samudra Khatulistiwa's (KOBUMI Marine) cash flow report for the period reflected stable liquidity, with net cash movement of IDR 1,452,528,310 remaining positive. This suggests the company effectively managed cash flows across all activities. Cash flow from operating activities totaled IDR 2,073,037,981, confirming that the company's primary business operations generated a reliable cash inflow. Conversely, negative cash flow from non-operating activities reached IDR 1,469,843,621, indicating limited spending beyond core functions. This outflow was minor and had little impact on the overall cash balance.

Overall, these results clearly demonstrate that KOBUMI Marine consistently maintained a healthy, positive cash flow position, firmly supporting the sustainability and long-term strength of its operations.

Balance Sheet

As of December 2025

Assets	Liabilities	Equity
3,080,999,604	2,231,665,654	849,333,950

The company's total assets were recorded at IDR 3,080,999,604, reflecting the value of resources owned by KOBUMI Marine to support its operational activities. Meanwhile, total liabilities amounted to IDR 2,231,665,654, representing obligations that still need to be managed in the course of business operations. The difference between assets and liabilities resulted in total equity of IDR 849,333,950. This condition indicates that the company maintained a positive equity position, meaning that its assets remained sufficient to cover all liabilities.

Overall, the balance sheet reflects a relatively healthy financial structure, although prudent liability management will remain important to maintain the company's financial stability in the coming periods.

Financial Statement Analysis

As of December 2025

Profitability	Solvency	Liquidity
12.81%	179.46%	0.89

- **Profitability**

PT Kobumi Samudra Khatulistiwa recorded a net profit margin of 12.81% during the reporting period. This indicates that the company generated net profit from total revenue earned over the period.

- **Solvency**

The company's solvency ratio stood at 179.46%, indicating that liabilities remained higher relative to its assets and equity. This reflects a capital structure that is still largely supported by debt financing to sustain operational activities.

- **Liquidity**

The liquidity ratio of 0.89 indicates that the company's current assets were not yet sufficient to cover its short-term liabilities, suggesting that its liquidity position remained relatively limited.

SOCIAL, ECONOMIC, AND ENVIRONMENTAL COMMUNITY SUPPORT

9 Primary Cooperative Partners



104 Villages/Communities Reached



74,220 Indigenous Community Members Engaged



558,230 Kg of Commodities Sourced



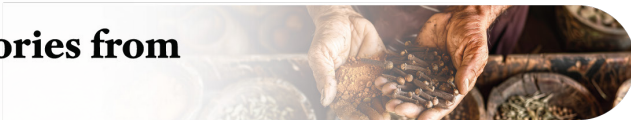
Created Local Employment Opportunities, with a Focus on Supporting Women



Improved Community Economies by Streamlining Supply Chains and Increasing Price Transparency



Protected Customary Territories from Harmful Land Use Practices



As a social enterprise, KOBUMI is dedicated to expanding its social, economic, and environmental impact. Our mission is to foster inclusivity by enabling indigenous and local communities to actively participate in commodity production chains.

In partnership with the EcoNusa Foundation, KOBUMI develops and expands community-based commodity empowerment initiatives in Maluku, Papua, and Sulawesi. These programs cover all commodities managed by shareholder cooperatives and partner communities, focusing on capacity building, production quality, and supply chain improvement.

NUTMEG COMMODITY:

- **Organic Farming, Post-Harvest Handling & Sorting Training**
Ambon, Maluku
- **Construction of Mini Drying Houses**
Maluku
- **Data Collection Covering 105 Farmers for Traceability Processes**
Maluku
- **Establishment of a Producer Cooperative**
Leihitu, Central Maluku



COPRA COMMODITY:

- **Construction of Copra Drying Racks**
Anus Village, Sarmi Regency, Papua
- **Development of a Copra Warehouse Adijaya Island**
Kaimana, West Papua
- **Warehouse Procurement**
Saunulu, Maluku
- **Cooperative Establishment**
Taniwel, Maluku
- **Financial Literacy Training and Organizational Strengthening**
Sarmi Regency, Papua.



COCOA COMMODITY:

- **Post-Harvest Handling and Rehabilitation Training**
Konderjan Village, Sarmi Regency, Papua
- **Cocoa Training in Collaboration with MARS**
East Luwu, South Sulawesi
- **Agroforestry Cultivation & GPS Mapping**
Niniari Indigenous Territory, Central Maluku

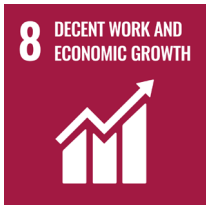


SHRIMP AND FISH COMMODITY:

- **Working Capital and Tuna Business Infrastructure Support**
Sangihe, Central Sulawesi
- **Improved Logistics Access and Product Distribution Connectivity**
- **Renovation of Egan Fen Sisi Cooperative Infrastructure**
- **Provision of 700 Fishing Nets**
- **Provision of 13 Longboats**
- **Strengthening of Coastal Community Institutions**



In 2025, KOBUMI advanced its business, emphasizing responsible economic value and strengthening social and environmental impact across its value chains. These efforts align with the Sustainable Development Goals (SDGs), particularly:



KOBUMI promotes sustainable livelihoods for farmers, cooperative members, and Indigenous and local communities by supporting fair trade practices. The company enhances production capacity and expands access to sustainable markets.



KOBUMI develops efficient and transparent supply chain systems through innovative approaches, including strengthening cooperative institutions and improving post-harvest processes.



KOBUMI applies sustainable production principles by encouraging environmentally friendly cultivation, ensuring product traceability, and promoting responsible natural resource management.



KOBUMI forms strategic partnerships with communities, cooperatives, business partners, and other stakeholders to strengthen economic, social, and environmental impact.



REFLECTIONS AND FUTURE IMPROVEMENTS

Key Challenges and Lessons Learned

Throughout 2025, KOBUMI, as a growing social-eco enterprise, entered an important phase of strengthening its operations. In this process, KOBUMI faced various challenges, both from external factors such as market dynamics and supply sustainability, and from internal factors related to strengthening team capacity and improving operational systems.

At the same time, KOBUMI Marine, as a relatively new entity, has been undergoing an adaptation process to build and reinforce its business foundation. The challenges encountered throughout this journey have not only served as obstacles but also as valuable learning opportunities to grow into a stronger, more adaptive, and more sustainable organization in the future.

Strategic Priorities for 2026

In response to dynamic, competitive markets, both KOBUMI and KOBUMI Marine have developed visionary, adaptable strategies. These approaches are designed to elevate business performance and amplify positive, lasting impacts for farmers, fishers, and the surrounding social and environmental ecosystems.

Based on last year's performance evaluation, both KOBUMI and KOBUMI Marine have prioritized strengthening operational fundamentals, enhancing partner capacity, and expanding market access as key drivers of inclusive, competitive growth.

Sales Growth Targets

In 2026, KOBUMI and KOBUMI Marine established production and procurement targets for key commodities to address rising domestic and international demand. These targets were determined by assessing farmers' production capacity, partner cooperatives' infrastructure, and global market trends that prioritize quality, sustainability, and supply chain transparency.

KOBUMI

Finest Goods of The Eastern Paradise

Target Sales 2026

Round Nutmeg

540 Tons

Target Sales 2026

Copra

540 Tons

Target Sales 2026

Long Nutmeg, Cloves, Mace

60 Tons

Target Sales 2026

Cocoa Beans

15 Tons

Target Sales 2026

Patchouli Oil

12 Tons

Target Sales 2026

Vanilla

5 Tons



Target Sales 2026

Tuna

360 Tons

Target Sales 2026

Prawns

84 Tons

Target Sales 2026

EcoXplorer

20 Trips

These strategic targets demonstrate KOBUMI and KOBUMI Marine's commitment to serving as sustainable commodity aggregators that ensure supply continuity, consistent quality, and added value throughout the value chain.

To achieve these targets, we have implemented integrated strategic initiatives across the entire value chain, including:

1. Intensive and continuous assistance for farmers and fishers, with a focus on improving productivity and promoting sustainable practices, in collaboration with EcoNusa Foundation.
2. Strengthening cooperative capacity through improved governance, financial transparency, and operational efficiency, in collaboration with EcoNusa Foundation.
3. Implementing quality and food safety standards that meet modern and export market requirements
4. Developing a traceability system to improve supply chain transparency and build market trust





Strategic Organizational Strengthening

KOBUMI and KOBUMI Marine pursue growth targets by implementing strategic initiatives to strengthen their organizational foundations. They focus these efforts on four key pillars:

Internal and Operational Strengthening

Organizational capacity is strengthened through talent development, leadership improvement, and more efficient work systems. Process standardization and risk management support business sustainability and consistent quality.

External and Institutional Strengthening

Strategic collaboration with cooperatives and local communities builds an inclusive ecosystem, strengthening partners' bargaining power locally and ensuring a more equitable distribution of economic benefits.

Market Expansion and Product Strengthening

Market access is expanded through targeted strategies in domestic and international markets. Product quality improvement, downstream innovation, and compliance with standards and certifications, including food safety, sustainability, and export requirements, support these efforts.

Infrastructure Strengthening

Supporting infrastructure is developed to accommodate business growth, including post-harvest facilities, cold chain systems, and logistics. This strengthening is essential for maintaining product quality, reducing post-harvest losses, and improving distribution efficiency.

CLOSING REFLECTIONS



The year 2026 marks an important chapter in KOBUMI's journey, representing a significant transformation through the separation of business entities by business line—KOBUMI and KOBUMI Marine. This strategic step is not merely a structural change, but a reflection of our commitment to delivering sharper focus, greater responsiveness, and consistent professionalism in managing the unique potential of each sector. With a clearer organizational structure, we are better positioned to develop targeted strategies, optimize resources, and strengthen value creation across every business line.

We recognize that our journey is ongoing and presents significant challenges. However, we view these challenges as opportunities to learn, innovate, and grow. By implementing measurable strategic programs, strengthening our team, and regularly evaluating our initiatives, we are building a strong foundation for our long-term goals.

Our commitment to continuous improvement drives more efficient, transparent, and results-oriented operations. By enhancing internal quality, strengthening partnerships, and building a sustainable commodity ecosystem, both KOBUMI and KOBUMI Marine aim to deliver fair economic benefits to partners and reinforce their reputation as a trusted market leader.

We remain optimistic as we move forward. Every achievement, no matter the size, demonstrates our commitment to growth, innovation, and positive impact for communities, the environment, and the industries we serve. While 2026 marks one step in our journey, the foundation we build today will support our vision for KOBUMI and KOBUMI Marine as sustainable, inclusive, and impactful market leaders for all stakeholders.





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