PT CAMILAN NUSANTARA SEJAHTERA

SNACK FACTORY
sales + margin
GROWTH

2025

Commercial and operational growth report

REPORT 02

EXECUTIVE SUMMARY

Grow the biggest channels, protect prices, and fix production data

01 Focus sales work on the three biggest channels.

Food Service, E-commerce, and Modern Trade produce 72% of revenue. Start there because their margins are similar.

02 Avoid unnecessary discounts on the top-selling products.

The five biggest products have lower margin rates than several extruded snacks. A small price improvement can add profit quickly.

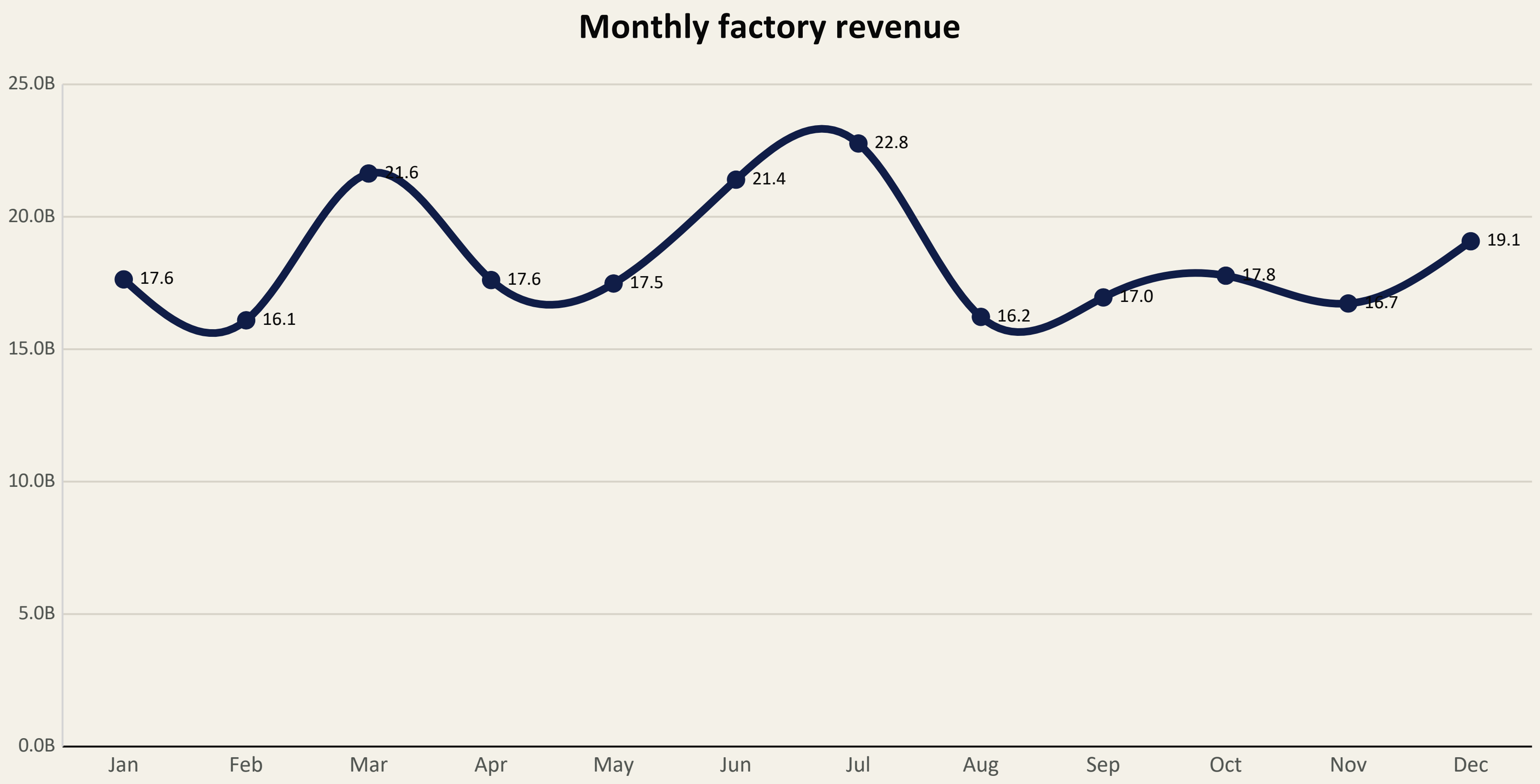
03 Fix the production-line records before adding capacity.

Every batch is assigned to Frying Line B, while sales are higher than recorded 2025 output. Confirm the line data and opening inventory first.

July sells the most; March earns less margin

WHAT IT MEANS

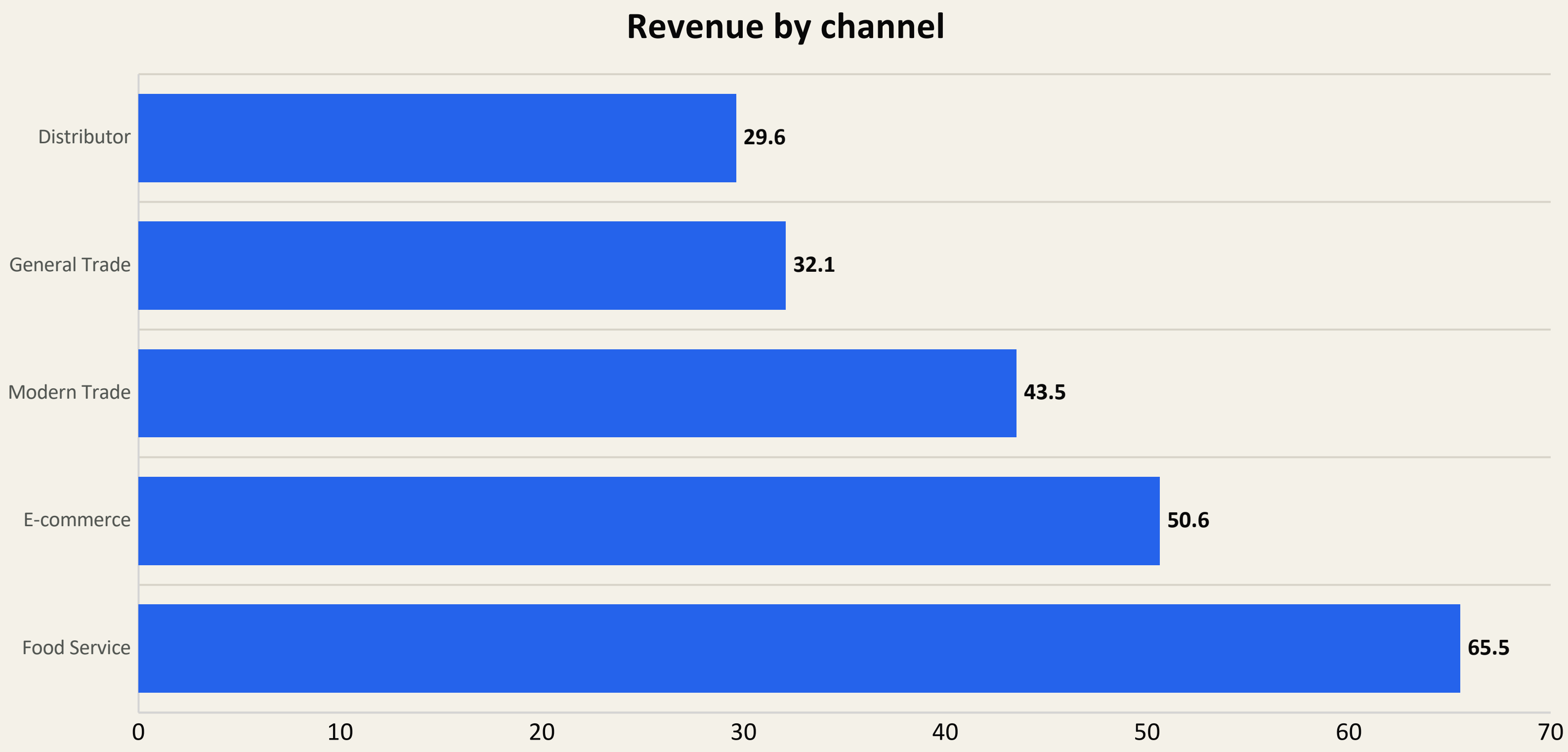
July has the highest sales at IDR 22.8B. March is nearly as large, but its gross margin falls to 34.2%, compared with about 36.4% in most months. Avoid heavy discounts during busy periods.



221.4B
full-year revenue

36.1%
full-year gross margin

Big channels win on sales - not margin



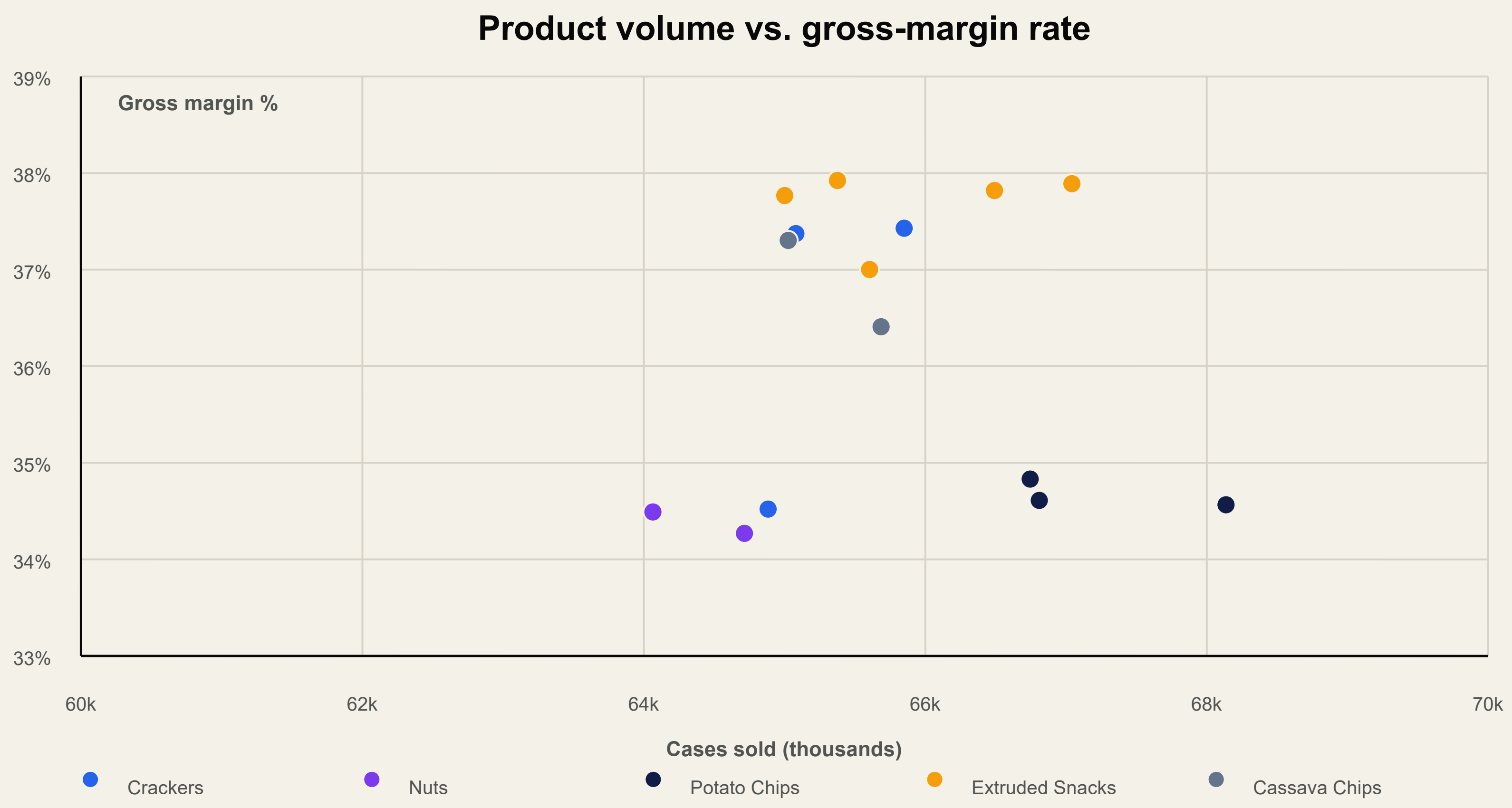
WHAT IT MEANS

Every channel has a gross margin near 36%. Choose where to grow based on customer demand, service cost, and reliable accounts, not a tiny margin difference.

GM%

Food Service	36.2%	2,672 orders
E-commerce	36.0%	2,048 orders
Modern Trade	36.1%	1,788 orders
General Trade	36.1%	1,285 orders
Distributor	36.1%	1,207 orders

Top sellers have lower margin percentages



WHAT IT MEANS

The five biggest products produce strong total profit, but their margins are about 34%-35%. Some extruded snacks reach 37%-38%. Keep selling the leaders while testing small price and product-mix improvements.

Two useful comparisons

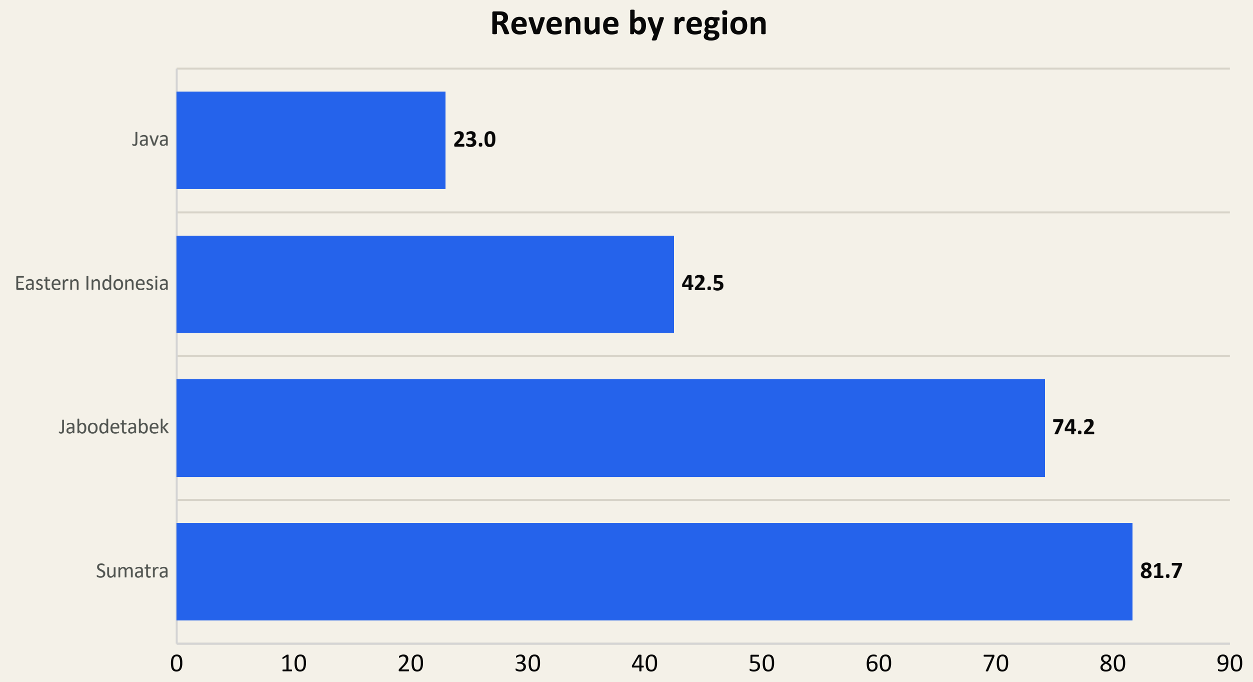
Top revenue SKU

Mix Snack Nusantara 34.5%

Highest margin rate

Makaroni Pedas Level 3 37.9%

Sales depend more on two regions than on one customer



18.5%

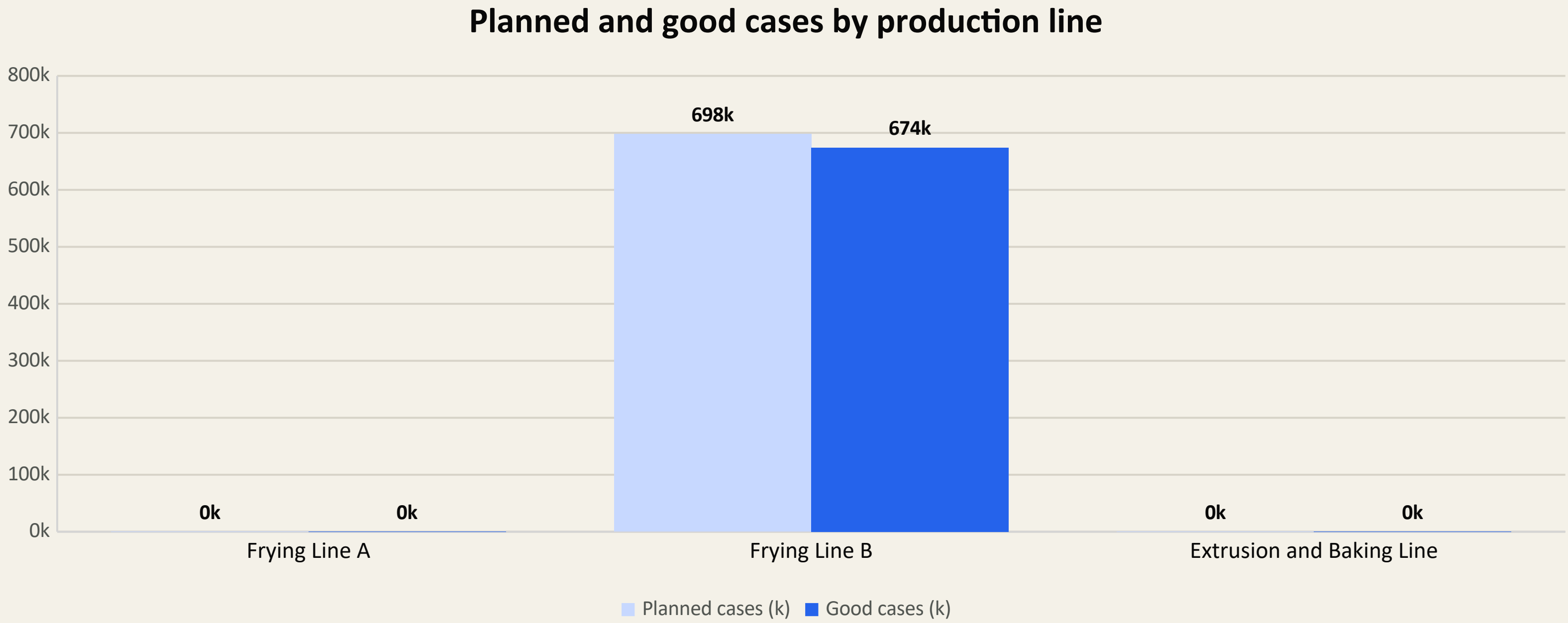
share held by the top five customers

WHAT IT MEANS

The largest customer contributes less than 4% of sales, so no single customer is a major risk. However, Sumatra and Jabodetabek produce more than two-thirds of revenue. Protect those regions while slowly building sales in Eastern Indonesia.

Customer base: 30 - Regions: 4

Production records show only one active line



CHECK THIS DATA

All 979 batches are recorded on Frying Line B, but downtime exists for all three lines. Sales are also higher than 2025 good output because opening inventory was used. Fix these records before deciding whether more capacity is needed.

987k
cases sold

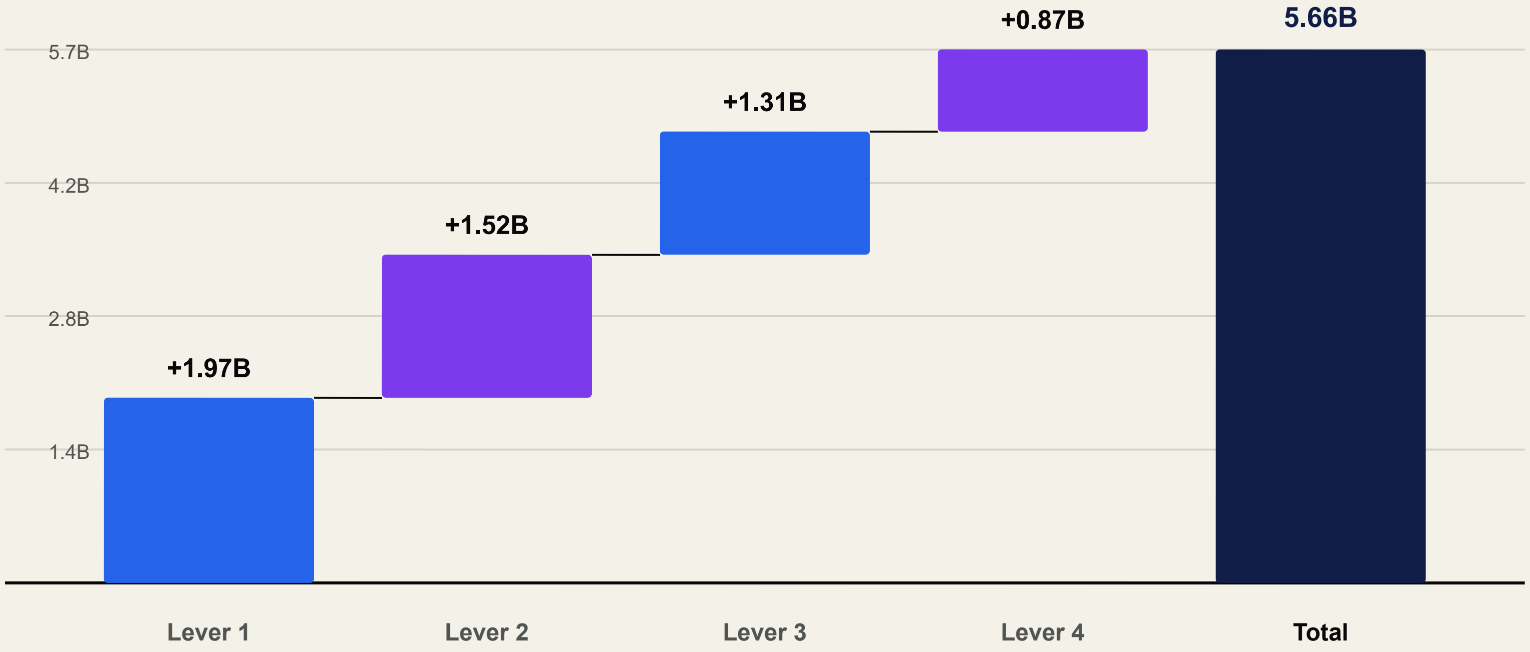
674k
good cases produced

96.6%
recorded yield

Four simple changes could add IDR 5.7B in sales

Example sales opportunity: IDR 5.7B

Revenue opportunity bridge (IDR billions)



+2.6B

possible extra gross margin

- **Increase Food Service sales volume 3%**
- Increase E-commerce sales volume 3%
- Increase Modern Trade sales volume 3%
- Improve net price 1% on the top five products

Example only. Assumes the four gains can be added together and does not include capacity limits or customer switching. Not a forecast.

Sell more through the biggest channels and fix production records

DAYS 1-30

Set clear sales targets

Set targets for sales volume, selling price, gross margin, and order size. Check production-line records and how much opening inventory was used.

01

DAYS 31-60

Work with key customers

Try to grow Food Service, E-commerce, and Modern Trade. Also test a 1% price improvement on the top five products.

02

DAYS 61-90

Grow after checking capacity

Expand only when margin stays healthy and production capacity is confirmed. Watch delivery performance, fill rate, yield, and customer concentration.

03

Review results every week. Make a decision each month.

Questions to answer: Why are all batches assigned to Line B? How much opening inventory is available for growth?

Grow where demand is strong - but fix production data first

01

Sell more in the three biggest channels

Focus on Food Service, E-commerce, and Modern Trade, where demand is already strong.

02

Protect prices on top products

Avoid unnecessary discounts and test a small price improvement on the five leading products.

03

Check Line B and opening inventory

Correct the production records before deciding whether more factory capacity is needed.

EXAMPLE SALES	EXAMPLE GROSS MARGIN
IDR 5.7B	IDR 2.6B

First fix the data. Then test growth. Expand only when margin and service stay healthy.

Synthetic data. The opportunity numbers are examples, not forecasts.