PT Fore Kopi Indonesia Tbk. (FORE)

A Premium-Affordable Moat, with a Sweet Second Course

NH KORINDO SEKURITAS INDONESIA | naik

We initiate coverage on FORE with a BUY rating and a Target Price of IDR740 per share (+17.5% upside). FORE, Indonesia's leading homegrown coffee chain, is scaling behind a premium-affordable moat that lets it capture a still-underpenetrated coffee market. A second brand, Fore Donut, is emerging as an increasingly meaningful contributor as it scales into new high-traffic formats, while margins are already showing signs of operating leverage even amid an aggressive store rollout.

6M26 Financial Performance

- **Double shot of growth.** FORE delivered a robust 6M26 performance, with net sales climbing to IDR1.0 trillion (+51.7% YoY). Growth was driven by an aggressive store rollout combined with resilient SSSG of 9.4% YoY, evidence that new outlets are ramping up productively rather than simply cannibalizing existing traffic.
- **Scaling up the network.** FORE's active store network expanded to 377 outlets by end-June 2026 (+44.4% YoY), up from 349 outlets as of end-March 2026, an addition of 28 net new outlets in a single quarter, comprising 363 Fore Coffee, 10 Fore Donut outlets, and 4 Fore Coffee Singapore stores.
- **Margins percolating higher.** GPM held broadly steady at 61.9% (vs. 61.8% in 6M25), while OPM expanded to 8.2% (vs. 6.9% in 6M25) as fixed costs spread across a larger revenue base. EBITDA margin improved to 21.4% (vs. 19.6% in 6M25). NPM eased to 5.6% from 6.3%, translating to a 34.3% YoY rise in net profit to IDR56.5 billion.

Baking Up The Growth Story

- **Coffee as a lifestyle habit, yet still underpenetrated**. Indonesia's per capita coffee consumption of just around 1kg per year lags Japan's 4kg and Europe's 8kg or more, even trailing Southeast Asia's regional average of 1.5kg **(Exhibit 5)**. We see this gap as a strong long-term growth case; one we expect to steadily close as consumers shift toward specialty coffee and grow more willing to pay a premium price. At current growth rates of around 5% a year, Indonesia is already one of Asia's fastest-rising coffee consuming markets, with IndexBox projecting domestic coffee volume reaching 6.5 to 8.5 million 60kg bags by 2035F, a 50 to 70% increase from 2026 levels **(Exhibit 7)**. This translates into a long growth runway for FORE that extends well beyond its current network, with room to keep adding stores without running into a structurally mature or saturated market.
- **Expanding on a premium-affordable moat.** Management plans to add over 100 net new outlets in FY26 (70 Fore Coffee, 30 Fore Donut), pushing the network beyond 420 outlets by year end and toward a medium-term target of 600 or more by 2028 **(Exhibit 24)**. This expansion is paired with a resilient double-digit SSSG, indicating that FORE's growth is supported by genuine same-store demand rather than purely capex-driven store-count inflation. Underpinning this is FORE's premium-affordable moat: specialty-grade coffee at a price point far more accessible than international chains, while letting FORE stay out of the price wars crowding the lower tier.
- **A sweet second course with a bigger bite.** Beyond its core coffee business, Fore Donut, FORE's new business, is only 10 outlets deep as of 2Q26 but already generates 2 to 3 times the daily sales of a typical Fore Coffee outlet. Management is actively preparing to bring Fore Donut into new high-traffic formats such as Soekarno-Hatta Airport, Bandung, and Surabaya, further reducing FORE's dependence on the core coffee format alone. We expect that Fore Donut together with Fore Coffee Singapore can reach 25.4% contribution of total sales in FY30F **(Exhibit 23).**

BUY Recommendation with Target Price at IDR740/Share

- **We initiate coverage on FORE with a BUY rating and a Target Price of IDR740/share, implying 17.5% upside from the current price of IDR630.** Our TP is derived using a five-year DCF through FY30E. This implies 37.7x FY26E P/E and 12.7x FY26E EV/EBITDA, below peers' (Starbucks, Dutch Bros, Luckin Coffee) average forward P/E of 43.5x and peers' average EV/EBITDA of 18.2x. FORE's PEG ratio of 0.59x sits well below peers' average PEG of 1.41x, indicating that on a growth-adjusted basis, FORE remains attractively valued.
- **Key Risk(s):** (i) intensifying competition, (ii) input cost pressure from coffee bean and packaging prices, (iii) softer consumer purchasing power weighing on discretionary spend, (iv) execution risk on the pace of store expansion and new-store ramp-up.

PT Fore Kopi Indonesia Tbk. | Summary (IDR Billions)

	2025/12A	2026/12F	2027/12F	2028/12F
Revenue	1,497	2,192	3,063	4,304
Growth (%y/y)	*44.1%*	*46.4%*	*39.7%*	*40.5%*
Net Profit	90	149	206	301
Growth (%y/y)	*66.6%*	*65.1%*	*38.2%*	*46.5%*
Basic EPS (IDR)	10	17	23	34
Price / Earnings	53.4x	37.7x	27.3x	18.6x
Price / Book Value	7.1x	6.8x	5.4x	4.2x
EV / EBITDA	15.8x	12.7x	9.3x	7.0x
ROE	19.3%	19.7%	22.1%	25.5%
ROA	10.0%	12.0%	14.1%	16.8%

Source : Company Data, Bloomberg, NHKSI Research

Please consider the rating criteria & important disclaimer

Initiation Report | 22nd July 2026

BUY

Target Price (IDR)	**740**
Consensus Price	1,030
TP to Consensus Price	-28.2%
Potential Upside	+17.5%

Shares Data

Last Price (IDR)	630
Price date as of	22nd July 2026
52 wk range (Hi/Lo)	1,135 / 382
Free Float (%)	21.1
Outstanding sh (mn)	8,918
Market Cap (IDR bn)	5,663
Market Cap (USD mn)	316
Avg. Trd Vol – 3M (mn)	17.6
Avg. Trd Vol – 3M (IDR Bn)	15.5
Foreign Ownership	13.6%

Sector
Consumer Non-Cyclicals

Sub-Sector
Food & Beverage

Bloomberg	FORE IJ Equity
Reuters	FORE JK

Shares Price Performance

	YTD	3M	6M	12M
Abs.Ret	+18.4%	-30.7%	+17.3%	+2.4%
Rel.Ret	+45.9%	-14.9%	+46.9%	+16.7%

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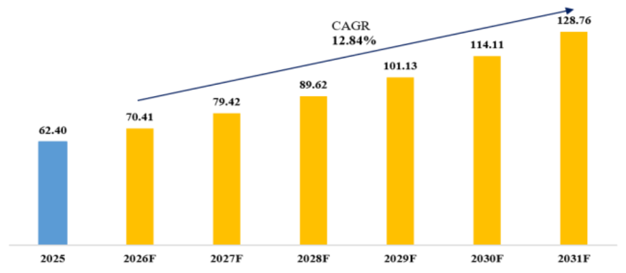
Market Size and Growth Trajectory

Indonesia's foodservice market size, including restaurants, quick-service chains, and cafés, is projected to grow to USD128.76 billion by 2031, a 12.84% 5-year CAGR, supported by resilient household consumption, rapid digital delivery adoption, and the steady recovery of hospitality and tourism activity, based on Mordor Intelligence research.

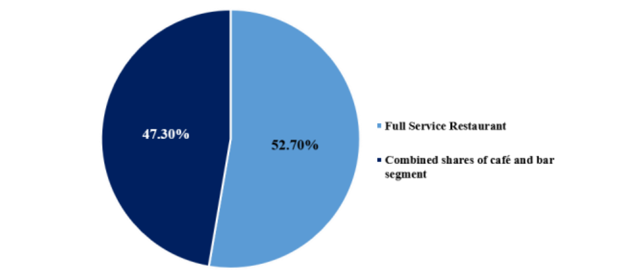
Within the broader foodservice market, the cafés and bars segment, including specialty coffee chains, records the fastest growth trajectory at a projected 15.23% CAGR through 2031, driven by urbanization trends and evolving lifestyle preferences among younger demographics. This has coincided with accelerating outlet expansion across Indonesia's branded coffee chains, particularly through aggressive franchising and strategic location selection. The growth reflects Indonesian consumers' increasing sophistication in coffee consumption, moving beyond traditional “kopi tubruk” toward specialty brewing methods and premium bean varieties.

Exhibit 1. Indonesia Foodservice Market Size, 2025-2031F (USD bn)



Source: Mordor Intelligence, NHKSI Research

Exhibit 2. Indonesia Foodservice Market Share by Food Service Type, 2025

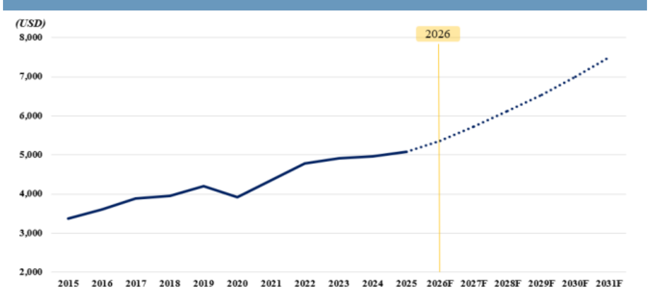


Source: Mordor Intelligence, NHKSI Research

We view that this growth trend could be further amplified by these factors:

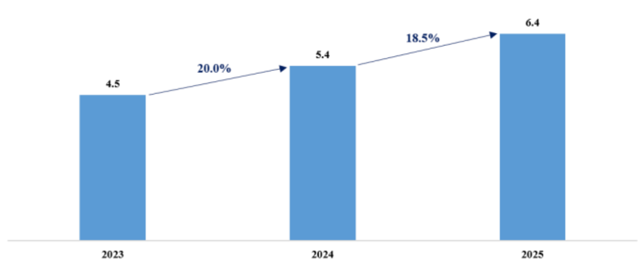
1. **Rising Income, Premiumization, and Changing Consumption Habits.** Indonesia's GDP per capita reached US$5,082 in 2025 and is projected to rise to approximately US$7,491 by 2031, based on IMF. This rising purchasing power is lifting disposable income available for discretionary spending such as branded coffee, coinciding with younger consumers increasingly treating coffee as a lifestyle habit.
2. **Accelerating Digital and Delivery Adoption.** Indonesia's online food delivery GMV reached US$6.4 billion in 2025, the largest market in Southeast Asia, driven by a robust 18% year-on-year growth. Industry projections point to continued long-term expansion, supported by rising smartphone penetration, growing internet access across a large consumer base, and increasing spending power alongside urbanization.
3. **Expansion Beyond Tier 1 Cities.** Growth is increasingly emerging from Tier 2 and Tier 3 cities, which offer stronger income growth and lower branded coffee shop penetration than Tier 1 cities.

Exhibit 3. Indonesia GDP Per Capita, 2020-2031F



Source: IMF, NHKSI Research

Exhibit 4. Indonesia Online Food Delivery Market Revenue, 2023-2025 (USD bn)

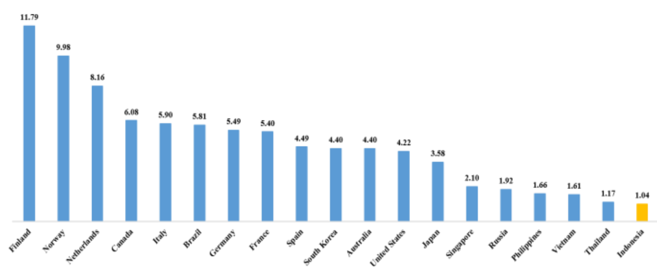


Source: Momentum Works, NHKSI Research

Structural Underpenetration: The Consumption Gap

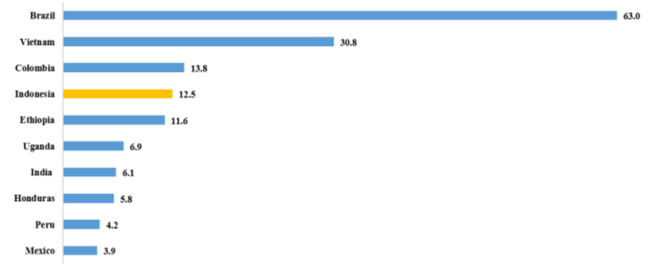
The more fundamental argument for continued growth lies not in current market size but in how little coffee Indonesians consume relative to more mature markets. Indonesia's per capita coffee consumption stands at just around 1kg per year, compared to approximately 4kg in Japan and up to 8kg or more in parts of Europe such as the Netherlands, Norway, and Finland, and even against Southeast Asia's regional average of around 1.5kg per year. This gap exists despite Indonesia being the world's fourth largest coffee producer.

Exhibit 5. Indonesia Coffee Consumption Per Capita vs Selected Countries (kg/year)



Source: International Coffee Organization (ICO), NHKSI Research

Exhibit 6. Total Coffee Production By Countries, 2025 (in 60 kg bags)



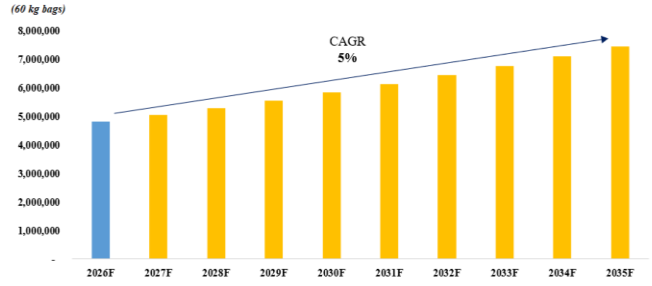
Source: United States Department of Agriculture (USDA), NHKSI Research

IndexBox projects Indonesia's domestic coffee volume growing 50 to 70% from 2026 levels through 2035, reaching 6.5-8.5 mn 60kg bags. At current growth rates of around 5% a year, Indonesia is also one of Asia's fastest rising coffee consuming market, with the market projected to reach a potential value of US$12.6 billion by 2030.

The mix shift is sharper in value than in volume**.** Premium and super premium tiers could account for 30 to 35% of retail coffee expenditure by 2035, nearly double the 18 to 22% estimated for 2026, a clear signal that a growing share of incremental spending is flowing toward higher margin, higher quality products.

This premiumization is far from saturated. A clear gap remains for mid priced ground coffee that matches international café quality at a lower cost than single serve pods, a white space suited to products offering fresh roast date guarantees, custom grind profiles, and simple brew methods.

Exhibit 7. Indonesia's Domestic Coffee Consumption Volume (2026F-2035F)



Source: IndexBox, NHKSI Research

Please consider the rating criteria & important disclaimer

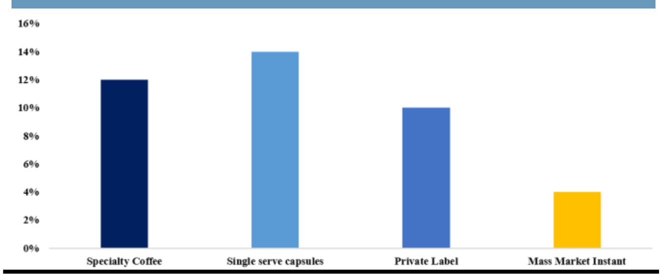
Segment Dynamics: Premiumization and the Rise of Branded Chains

Growth within Indonesia's coffee market is not evenly distributed across price tiers or retail formats. Based on IndexBox's segment analysis, the premium segment, encompassing specialty roasters, high end pods, and certified beans, is expanding at 10 to 14% per year, roughly three times the pace of the mass market instant coffee segment, which grows at only 3 to 5% per year. Single serve capsules, though still under 5% of total volume today, are the fastest growing format specifically, expanding at 12 to 16% annually as convenience-oriented consumption gains traction in urban households.

This premiumization trend has occurred alongside a period of input cost inflation across the industry. Rising global green coffee prices has contributed to retail price increases of 4 to 6% annually over the past two years, a cost pressure that premium tier consumers, who are typically less price sensitive, have absorbed more easily than mass market buyers.

Beyond format and price tier, this premiumization extends into retail and direct to consumer channels. The specialty segment, still under 15% of retail volume, is supported by a proliferation of independent roasters, third wave cafés in Jakarta, Bandung, and Surabaya, and younger consumers willing to pay two to three times mainstream prices, while DTC and e-commerce channels are expected to capture 20 to 25% of premium value by 2035. Private label coffee has meanwhile captured 10 to 15% of modern trade volume and is projected to grow 8 to 12% annually through 2035, a reminder that premiumization and value competition are advancing together rather than at each other's expense.

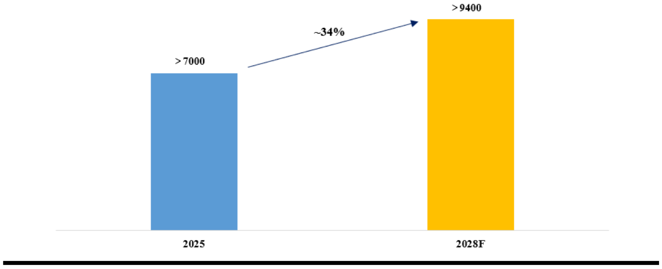
Exhibit 8. Indonesia Coffee Market Segment Growth Rates by Category



Source: IndexBox, NHKSI Research

At the retail and out of home channel level, this premiumization is most visible in the rapid expansion of branded, chain operated coffee shops, a category distinct from both informal street vendors and unbranded independent cafes. Based on World Coffee Portal research, Indonesia's total branded coffee shop count is forecasted to exceed 9,400 outlets by the end of 2028, implying a 10.3% CAGR for the branded segment specifically, well above the growth rate of the coffee market overall. This segment is currently led by a small number of large domestic operators.

Exhibit 9. Indonesia Branded Coffee Shop Outlet Count, 2025 vs 2028F



Source: World Coffee Portal, NHKSI Research

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Competitive Structure: Growth Trends and Price Tier Positioning

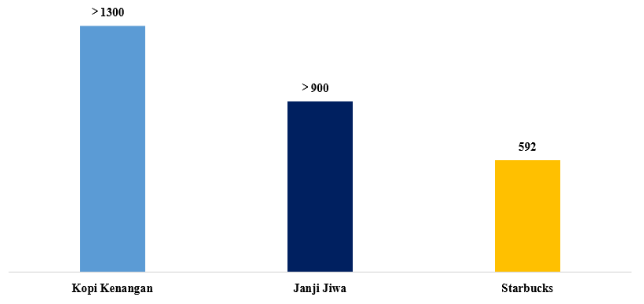
Domestic and international coffee chains in Indonesia have followed markedly different growth trajectories over the past several years. Kopi Kenangan operated 532 outlets in 2021. By contrast, the same chain has since scaled to more than 1,300 outlets in 2026, implying roughly 144% outlet growth in under five years. Separately, Janji Jiwa has operated more than 900 outlets to date, also reflecting a fast-scaling trajectory among leading domestic players.

International chains show a markedly different pattern over a comparable period. Starbucks Indonesia operated 581 stores in 2023, rising modestly to 603 in 2024, before declining to 597 in 2025 and further to 592 in 1Q26. Over a period in which leading domestic chains grew outlet counts by high double digit to triple digit percentages, Starbucks Indonesia's footprint moved within a narrow single digit range and has recently contracted, indicating that international chain expansion in Indonesia has been considerably more constrained than the domestic branded segment overall.

This growth divergence is closely tied to price positioning. Based on channel checks of the Indonesian coffee market, a cup of es kopi susu, the iced milk coffee format popularized by local chains such as Janji Jiwa, Kopi Kenangan, and Kopi Kulo, starts at approximately IDR18,000 to 24,000, while Starbucks prices its iced lattes at roughly 2.5 to 3 times that level.

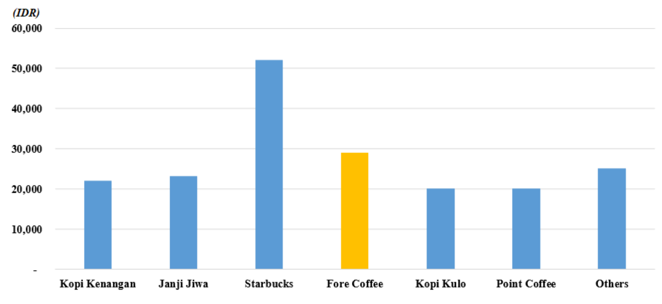
This price gap reflects two distinct market tiers operating side by side: a high volume, “grab and go” tier built around affordability and accessibility for middle-income, mass-market consumers, and a premium tier built around international brand positioning, ambience, and higher price points aimed at a narrower, higher income customer base.

Exhibit 10. Selected Domestic Chains vs Starbucks Indonesia Store Count



Source: Various Source, NHKSI Research

Exhibit 11. Indonesia Coffee Latte Price Comparison (IDR per cup)



Source: Various Source, NHKSI Research

Between these two tiers sits a distinct positioning space, often described in the industry as "premium affordable", combining higher quality ingredients, sourcing, and store ambience typically associated with the premium tier, at price points closer to the mass market tier rather than the international premium tier. Indonesian coffee shop preference has shifted meaningfully toward this middle positioning over the past several years, as domestic consumers increasingly seek quality and experience previously associated only with international brands, but at price points aligned with local purchasing power, a dynamic that helps explain why domestic chains as a group have significantly outpaced international chains in outlet growth over the period examined above.

Overview of Fore Kopi Indonesia Tbk. (FORE)

PT Fore Kopi Indonesia Tbk (FORE) is an Indonesian food and beverage company best known for its Fore Coffee chain. Established in Jakarta on July 3, 2018 and commencing commercial operations that August, the company built its brand around a simple positioning: quality roasted coffee, made from 100% local Arabica beans (sourced from Aceh Gayo, Java Preanger, Toraja, Bali Kintamani, Bajawa, and Dampit), sold in well designed, comfortable outlets at a price point between expensive coffee chains and cheap street vendors. Management refers to this as the "premium-affordable" segment, and it is the core reason Fore Coffee has been able to scale quickly across Indonesian cities.

The company listed on the Indonesia Stock Exchange on April 14, 2025, at Rp188 per share. Since then, FORE has used its listing proceeds to accelerate store openings and to launch a second brand, Fore Donut, positioning the company as a multi-brand F&B platform rather than a single coffee chain.

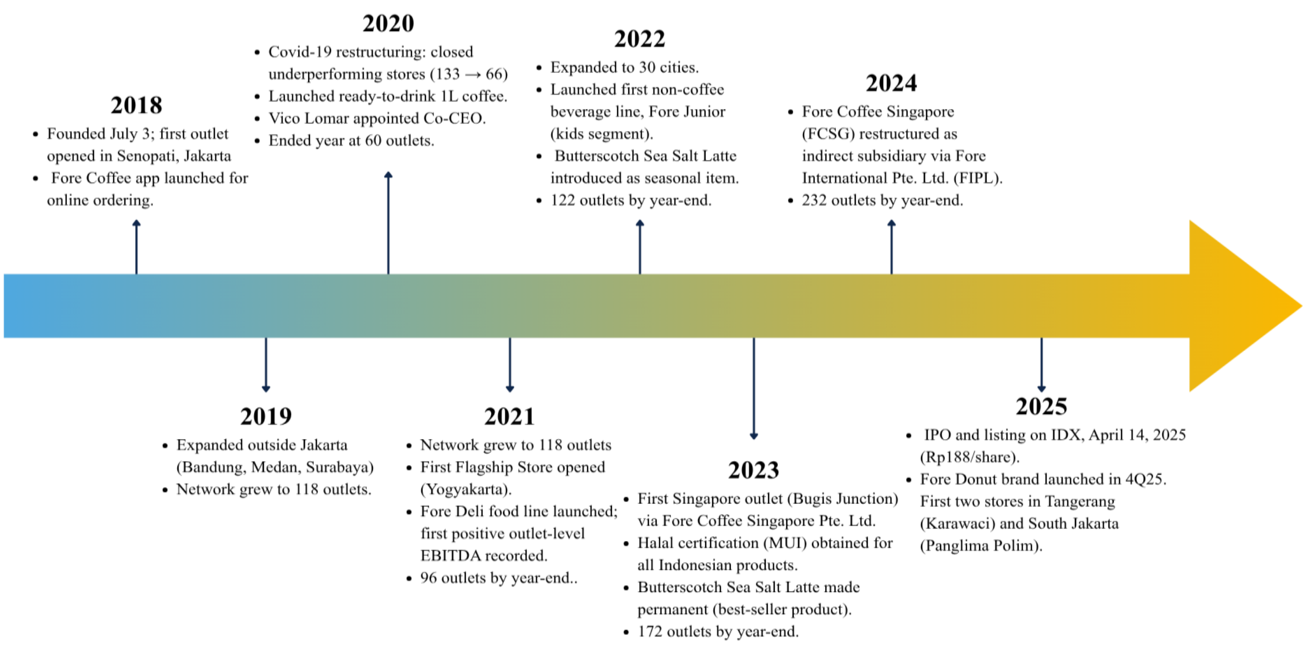
Exhibit 12. PT Fore Kopi Indonesia Tbk. Logo

fore COFFEE

Source: Company

Milestone Timeline - FORE

Exhibit 13. FORE Milestone & Timeline



Source: Company, NHKSI Research

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What FORE Sells and How It Operates

FORE operates two consumer facing brands.

1. **Fore Coffee**, the core and by far the largest brand, sells coffee and light food through three distinct store formats, each designed for a different type of location:
    - **Flagship stores (>200 sqm):** Positioned in Tier 1 and Tier 2 cities as social hubs, places where customers sit, work, or meet, providing a more immersive brand experience, in these high-potential, less-competitive markets.

Exhibit 14. FORE Flagship Stores

Source: Company

- **Medium stores (100-200 sqm):** Representing the largest portion of Fore Coffee's total stores, this format strikes a balance between efficiency and customer experience, providing a versatile option that caters broad customer base.

Exhibit 15. FORE Medium Stores

Source: Company

- **Satellite stores (<100 sqm):** The smallest format, built for quick "grab and go" purchases and to accommodate online food delivery platforms. Designed for areas with high foot traffic where customers prioritize speed and convenience such as tier 1 cities.

Exhibit 16. FORE Satellite Stores

Source: Company

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What FORE Sells and How It Operates

FORE also operates 4 stores in Singapore under Fore Coffee Singapore Pte. Ltd. (FCSG), marking the Company's first step beyond its Indonesian home market. The expansion began in 2023 with the brand's first outlet at Bugis Junction, and in 2024 FCSG was restructured as an indirect subsidiary through Fore International Pte. Ltd. (FIPL), formalizing Singapore as a distinct international growth avenue for the brand.

Exhibit 17. FORE Coffee Singapore

Source: Company

2. **Fore Donut** is the company's newer, second brand, an artisan, handcrafted donut concept launched as a standalone store format in 4Q25 (first two outlets in Karawaci and Panglima Polim). By the end of 2Q26 it had grown to 10 stores, including locations at Grand Indonesia, Summarecon Bekasi, and Gandaria City. Fore Donut outlets generate 2 to 3 times the daily sales of a typical Fore Coffee outlet, an early signal that this new format could become a meaningful earnings contributor as it scales, even though it remains small relative to the core coffee business today.

Exhibit 18. FORE Donut

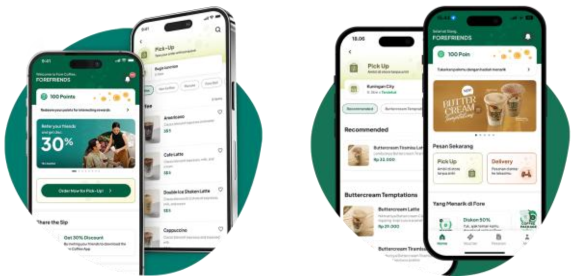
Source: Company

As of 2Q26, FORE runs 377 total active outlets: 363 Fore Coffee (from 338 outlets in 1Q26) and 10 Fore Donut (from 7 outlets in 1Q26). Every outlet is company owned and company operated. FORE does not franchise, which means it keeps direct control over product quality, pricing, and customer experience, but also means store expansion requires FORE's own capital rather than a franchisee’s.

FORE Mobile Application

Digital sales are also a major part of the business, not an afterthought. The Fore Coffee mobile app, with more than 1 million downloads, generates 35 to 40% of total sales (roughly matching walk in traffic), while ride hailing app orders contribute the remaining 20-30%. This heavy digital mix gives management granular data on customer behavior that a purely walk in coffee chain would not have.

Exhibit 19. FORE Coffee Mobile Application



Source: Company

What FORE Is Building Toward: 3 Pillars of Business Growth Strategy

Management has laid out three areas of focus for growth, which the company itself frames as its "3 Pillars of Business Growth Strategy":

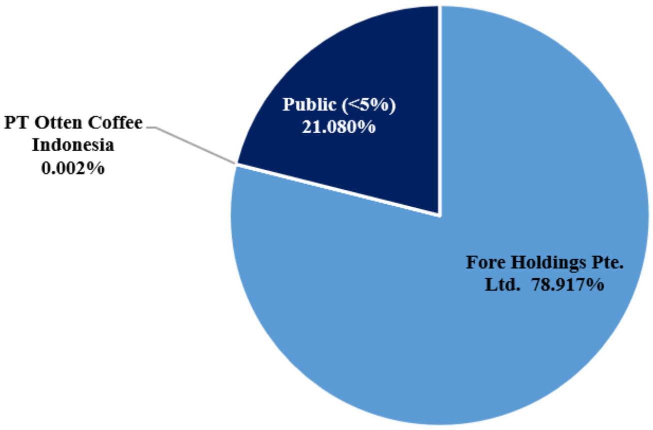
1. **Store Expansion.** FORE plans to add around 100 net new stores in 2026 alone (70 Fore Coffee, 30 Fore Donut), which would bring total outlet count to roughly 422 by year end, en route to a medium-term target of 600 or more stores by 2028. New Fore Coffee stores are increasingly directed at Tier 2 cities such as Ambon and Banda Aceh (accounting for over 40% of 2Q26 new store openings), where local competition is more fragmented and less able to match FORE's brand strength, ambience, and supply chain. Fore Donut, by contrast, is staying concentrated in Tier 1 cities for now.
2. **Product innovation.** FORE regularly runs seasonal product campaigns (examples include the Tani Series, Prime Series, Fore Matcha Club, and Sunny Burst Series) to keep repeat customers engaged and drive foot traffic, a strategy common among fast growing F&B chains but executed with notable consistency at FORE.
3. **Business diversification.** Beyond geographic expansion, FORE is also planning to bring Fore Donut into new types of high traffic locations, including Soekarno Hatta Airport, Bandung, and Surabaya, further reducing its dependence on the core coffee format alone.

Exhibit 20. FORE Products

Source: Company

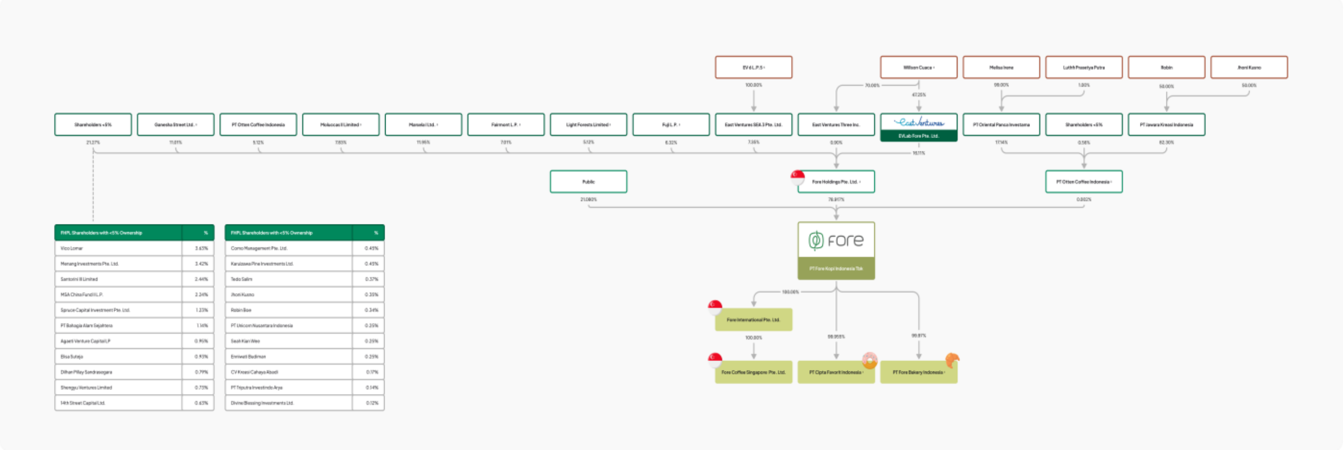
Ownership At a Glance

Exhibit 21. Share Ownerships



Source: Company

Exhibit 22. Ownership Structure



Source: Company

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FORE's Management Profile: Board of Commisioners

Wilson Cuaca – President Commisioner

President Commissioner since 2024 (Deed No. 105/2024). Age 47. Bachelor of Informatics Engineering, Bina Nusantara University (2000). Current: Co-Founder & Managing Partner, East Ventures Advisory Pte. Ltd. (2016–present); Founder & Director, East Ventures Pte. Ltd. (2009–present); President Commissioner, PT Otten Coffee Indonesia (2019–present). UBO of FORE via EVLab Fore Pte. Ltd. and East Ventures Three Inc.

Source: Company

Roderick Purwana – Vice President Commisioner

Vice President Commissioner since 2024 (Deed No. 105/2024). Age 43. Executive MBA, Tsinghua University (2024); MS, Stanford University (2005); BS, Cornell University (2004). Current: Managing Partner, East Ventures Advisory Pte. Ltd. (2018–present) & PT Surya Mitra Dinamika (2014–present). Past: President Director, PT Digital Money (2014–2018); Director, PT Cardig Aero Services Tbk (2010–2011).

Source: Company

Melisa Irene – Commissioner

Commissioner since 2024 (Deed No. 105/2024). Age 32. Bachelor of Economics, Binus International University (2015). Current: Partner, East Ventures Advisory Pte. Ltd. (2019–present); Director, PT Oriental Ventura Indonesia (2021–present); President Commissioner, PT Komunal Finansial Indonesia (2021–present).

Source: Company

Daniel Octavianus M. – Commissioner

Commissioner since 2024 (Deed No. 105/2024). Age 38. Bachelor of Law, Universitas Tarumanagara (2010). Current: Legal Director, East Ventures Advisory Pte. Ltd. (2018–present). Past: Associate, ABNR Counsellors at Law (2012–2018).

Source: Company

Sugiyanto Wibawa — Independent Commissioner

Independent Commissioner since 2024 (Deed No. 105/2024). Age 67. Bachelor of Engineering, Universitas Atma Jaya Yogyakarta (1982); MBA, LLPM Indonesia. Current: Group CEO Advisor, Sinar Mas Land (2025–present). Past: Managing Director, Property Division, PT Kawan Lama Group (2018–2025).

Source: Company

David Fernando Audy – Independent Commissioner

Independent Commissioner since 2024 (Deed No. 105/2024). Age 46. Master of Commerce, University of New South Wales (2003); Bachelor of Business, University of New South Wales (2001). Current: Director, PT Dian Swastatika Sentosa Tbk & Sinarmas Agribusiness & Food (2023–present). Past: President Director & CEO, PT Media Nusantara Citra Tbk (2016–2023).

Source: Company

FORE's Management Profile: Board of Directors

Vico Lomar – President Director

President Director since 2024 (Deed No. 105/2024). Age 51. Bachelor of Economy, Universitas Trisakti (1999). Current: President Director, FORE (2024–present). Past: Director (2022–2024) & Co-CEO (2020–2022) of FORE; Commercial & Development Director, PT Maxx Coffee Prima (2016–2018); International Business Manager, Dunkin' Brands Group (2012–2013).

Source: Company

Tjhong Pie Chen – Director

Director since 2024 (Deed No. 105/2024). Age 45. Bachelor of Accounting, STIE IBII (2002). Current: Director, FORE (2024–present); Director, PT Fore Bakery Indonesia (2024–present). Past: Financial Controller, FORE (2021–2024); Senior Consultant, PwC FAS (2007–2010).

Source: Company

Rizky Ardian – Director

Director since 2024 (Deed No. 105/2024). Age 38. Bachelor of Humanities, Universitas Airlangga (2011). Current: Director, FORE (2024–present); Commissioner, PT Fore Bakery Indonesia (2025–present). Past: VP of Marketing, FORE (2021–2024); Head of Marketing, PT Kolaborasi Global Sukses (2016–2020).

Source: Company

Mohammad Fahmi Rachmattulah. – Director

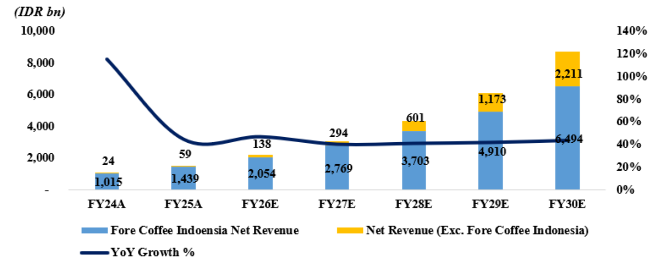
Director since 2024 (Deed No. 105/2024). Age 30. Bachelor of Management, Institut Teknologi Bandung (2016). Current: Director, FORE (2024–present), liaison between Board of Commissioners and Board of Directors. Past: Investment Professional, East Ventures Advisory Pte. Ltd. (2019–2024).

Source: Company

FORE Financial Analysis

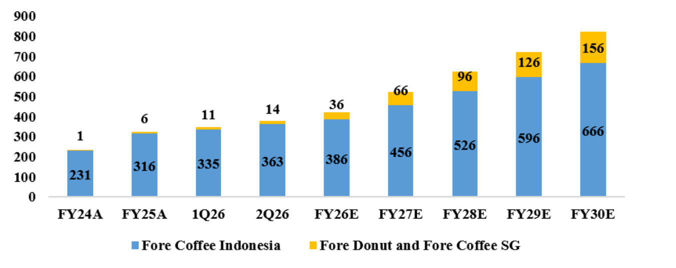
Brewing at scale: revenue set to compound at approximately 42% CAGR through FY30E on network expansion, a reaccelerating same store sales trend, and a fast-scaling FORE Donut brand. Net sales grew from IDR482.1 billion in FY23A to IDR1.5 trillion in FY25A, with growth decelerating from 115.5% to 44.1% YoY as the base expanded. Momentum carried into 6M26, with revenue up 51.7% YoY to IDR1.0 trillion on a 44.4% YoY store expansion in Fore's total active store count to 377 outlets. We expect this trend to continue with revenue forecasted to reach IDR2.2 trillion in FY26E (+46.4% YoY) and IDR8.7 trillion by FY30E, an FY25A to FY30E CAGR of roughly 42%, anchored by management's guidance of 100 new stores per year and strong unit economics: Fore Coffee outlets average IDR19 to 20 million in daily sales, with Fore Donut running 2 to 3 times higher, positioning it as an increasingly meaningful contributor to the revenue mix rather than a small satellite brand. SSSG adds further support, forecast to settle at a steadier 10 to 12% in FY26E and FY27E as existing stores mature alongside the expanding network.

Exhibit 23. FORE Net Sales and YoY Growth (FY24A-FY30E)



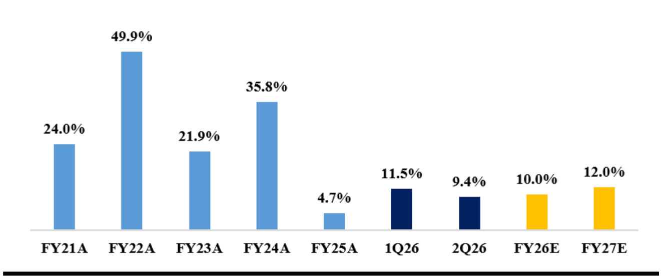
Source: Company, NHKSI Research

Exhibit 24. FORE Store Count (FY24A-FY30E)



Source: Company, NHKSI Research

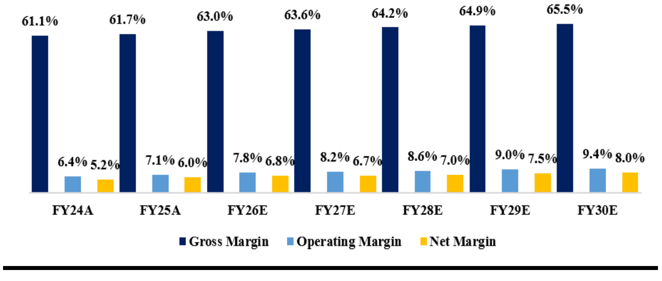
Exhibit 25. FORE Coffee Indonesia SSSG (FY21A-FY27E)



Source: Company, NHKSI Research

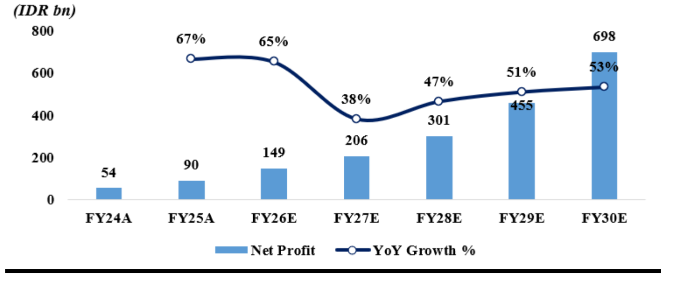
Margins expected to expand steadily from FY23A to FY30E. Average gross margin over FY23A-FY25A stood at approximately 62%, forecast to expand to 65.5% by FY30E on purchasing scale benefits. Average operating margin over the same historical period was a modest 4.5%, expected to reach 9.4% by FY30E as fixed costs are spread across a larger revenue base. Net profit margin, averaging around 5-6% historically, is forecast to reach 8.0% by FY30E. Net profit attributable to owners is expected to grow from IDR90.1 billion in FY25A to IDR698 billion by FY30E, a 5-year CAGR of approximately 51%, consistently outpacing top line growth as margin expansion compounds on top of volume growth.

Exhibit 26. FORE Margin Trend (FY23A-FY30E)



Source: Company, NHKSI Research

Exhibit 27. FORE Net Profit and YoY Growth (FY23A-FY30E)



Source: Company, NHKSI Research

Please consider the rating criteria & important disclaimer

FORE Valuation

We initiate coverage on FORE with a BUY rating and a Target Price of IDR740/share, implying 17.5% upside from the current price of IDR630. Our TP is derived using a five-year DCF through FY30E, applying a WACC of 13.6%, terminal growth rate of 3.5%, risk-free rate of 7.2%, and beta of 1.26x, arriving at an equity value of IDR6.61 trillion. This implies 37.7x FY26E P/E and 12.7x FY26E EV/EBITDA, below peers' (Starbucks, Luckin Coffee, Dutch Bros) average forward P/E of 43.5x and peers' average EV/EBITDA of 18.2x. FORE's PEG ratio of 0.59x sits well below peers' average PEG of 1.41x, indicating that on a growth-adjusted basis, FORE remains attractively valued.

FORE DCF Valuation Assumption:

Base Assumptions		
Assumption	**Value**	**Source**
Terminal Growth Rate	3.5%	Indonesia Inflation Rate Assumption
Indonesia Rf	7.2%	Indonesia 10-Year Yield
Beta	1.26	Bloomberg
Equity Risk Premium	6.9%	Bloomberg
Cost of Equity	**15.7%**	
After Tax Cost of Debt	**5.2%**	
WACC	**13.6%**	

Source: Bloomberg, NHKSI Research

FORE DCF – 5 Years Calculation:

Discounted Cash Flow					
(in IDR bn)	**FY26E**	**FY27E**	**FY28E**	**FY29E**	**FY30E**
Forecast Year	*1*	*2*	*3*	*4*	*5*
EBIT (1-Tax)	133	195	288	427	641
Plus: D&A	270	345	403	444	471
Less: CAPEX	228	237	247	256	267
Less: Change in NWC	(7)	1	(6)	1	(8)
FCFF	181	302	451	614	853
Terminal Value					8,783
Present Value of FCFF	**170**	**250**	**328**	**393**	**482**
Present Value of TV					**4,958**
Enterprise Value	6,581				
Less: Net Debt	(33)				
Less: Minority Interest	-				
Equity Value	6,614				
Outstanding share	8.918				
Fair value/share (rounded)	**740**				

Source: NHKSI Research

Comparable Comparison Analysis:

Company	Ticker	Trailing P/E	Forward P/E	EV/EBITDA	PEG
PT Fore Kopi Indonesia	**FORE**	**52.9**	**37.7**	**12.7**	**0.6**
Starbucks Corporation	SBUX	44.0	43.7	21.1	2.02
Dutch Bros Inc.	BROS	99.9	71.0	29.7	1.43
Luckin Coffee Inc.	LKNCY	28.3	15.7	3.9	0.77
Peer Average		**57.4**	**43.5**	**18.2**	**1.4**

Source: Bloomberg, NHKSI Research

Please consider the rating criteria & important disclaimer

Summary of FORE's Financials & Forecast

INCOME STATEMENT

IDR bn	2025/12A	2026/12F	2027/12F	2028/12F
Revenue	**1,497**	**2,192**	**3,063**	**4,304**
Growth %	*44.1%*	*46.4%*	*39.7%*	*40.5%*
COGS	(573)	(812)	(1,115)	(1,539)
Gross Profit	**924**	**1,380**	**1,948**	**2,765**
Gross Margin	*61.7%*	*63.0%*	*63.6%*	*64.2%*
Operating Expenses	(819)	(1,210)	(1,698)	(2,396)
EBIT	**106**	**170**	**250**	**369**
EBIT Margin	*7.1%*	*7.8%*	*8.2%*	*8.6%*
EBITDA	**298**	**440**	**595**	**772**
EBITDA Margin	*19.9%*	*20.1%*	*19.4%*	*17.9%*
Finance Expenses	(15)	(15)	(15)	(15)
EBT	104	191	264	386
Income Tax	(14)	(42)	(58)	(85)
Net Profit	**90**	**149**	**206**	**301**
Growth %	*66.6%*	*65.1%*	*38.2%*	*46.5%*
Net Profit Margin	*6.0%*	*6.8%*	*6.7%*	*7.0%*

PROFITABILITY & STABILITY

	2025/12A	2026/12F	2027/12F	2028/12F
ROE	19.3%	19.7%	22.1%	25.5%
ROA	10.0%	12.0%	14.1%	16.8%
Inventory Turnover	5.2x	5.8x	6.3x	6.3x
Receivables Turnover	159.4x	168.1x	177.5x	178.6x
Payables Turnover	5.1x	5.3x	5.5x	5.5x
Cash Conversion Cycle	1.0	(10.6)	(4.8)	(7.7)
Dividend Payout Ratio	-	-	-	-
DER	0.3x	0.3x	0.2x	0.2x
DAR	18.8%	16.4%	13.6%	11.0%
Current Ratio	1.3x	1.1x	1.2x	1.4x
Quick Ratio	1.0x	0.7x	0.7x	0.9x
Total Shares (mn)	8,918	8,918	8,918	8,918
Share Price (IDR)	540	630	630	630
Market Cap (IDR bn)	4,816	5,619	5,619	5,619

BALANCE SHEET

IDR bn	2025/12A	2026/12F	2027/12F	2028/12F
Cash	328	251	277	444
Receivables	13	16	21	29
Inventories	135	146	208	282
Other Current Assets	10	8	9	9
Total Current Assets	**485**	**421**	**516**	**765**
Net Fixed Assets	302	406	485	546
Other Non Current Assets	373	498	598	676
Total Non Current Assets	**675**	**904**	**1,083**	**1,222**
Total Assets	**1,160**	**1,325**	**1,599**	**1,987**
Trade Payables	132	176	231	325
ST Bank Loan	11	11	11	11
Other Current Liabilities	218	193	206	199
Total Current Liabilities	**360**	**380**	**447**	**536**
LT Debt	5	11	8	9
Other Non Current Liabilities	114	106	110	108
Total Non Current Liabilities	**119**	**117**	**118**	**117**
Total Liabilities	**480**	**496**	**565**	**653**
Capital Stock & APIC	857	857	857	857
Retained Earnings	(178)	(30)	175	475
Shareholders' Equity	**681**	**829**	**1,033**	**1,334**

VALUATION INDEX

	2025/12A	2026/12F	2027/12F	2028/12F
Price / Earnings	53.4x	37.7x	27.3x	18.6x
Price / Book Value	7.1x	6.8x	5.4x	4.2x
Price / Earnings to Growth	0.80x	0.58x	0.72x	0.40x
EPS Growth	66.6%	65.1%	38.2%	46.5%
EV/EBITDA	15.8x	12.7x	9.3x	7.0x
EV/EBIT	44.5x	32.8x	22.2x	14.6x
EV (IDR bn)	4,706	5,585	5,559	5,392
Sales CAGR (3-Year)	-	65.7%	43.4%	42.2%
Net Income CAGR (3-Year)	-	405.1%	56.1%	49.5%
Basic EPS (IDR)	10	17	23	34
BVPS (IDR)	76	93	116	150

CASH FLOW STATEMENT

IDR bn	2025/12A	2026/12F	2027/12F	2028/12F
Operating Cash Flow	209	278	362	492
Investing Cash Flow	(288)	(352)	(337)	(324)
Financing Cash Flow	343	(3)	1	(1)
Net Changes in Cash	**265**	**(76)**	**26**	**167**

OWNERSHIP

Shareholders	**%**
Fore Holdings Pte. Ltd.	78.9
Public	21.1
By Geography	**%**
Indonesia	93.5
Others	6.5

Source: Company, Bloomberg, NHKSI Research

NH Korindo Sekuritas Indonesia (NHKSI) Stock Ratings

1. Based on a stock's forecasted absolute return over a period of 12 months from the date of publication
2. Rating system based on a stock's potential upside from the date of publication

- Buy : Greater than 15%
- Overweight : +5% to 15%
- Hold : -5% to +5%
- Underweight : -5% to -15%
- Sell : Less than -15%

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