



REDEFINING BAKRIE & BROTHERS

Management Update - Desember 2021



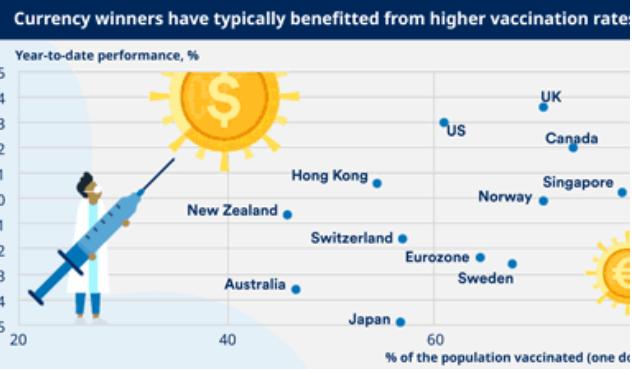
A black and white photograph of Winston Churchill. He is shown from the chest up, wearing a dark suit jacket over a white shirt with a bow tie. His right hand is raised, with his index finger pointing upwards. The background is blurred, showing what appears to be a large, ornate hall or stadium with tiered seating.

“Never let a good crisis
go to waste”

Winston Churchill – mid 1940s

DAMPAK COVID-19

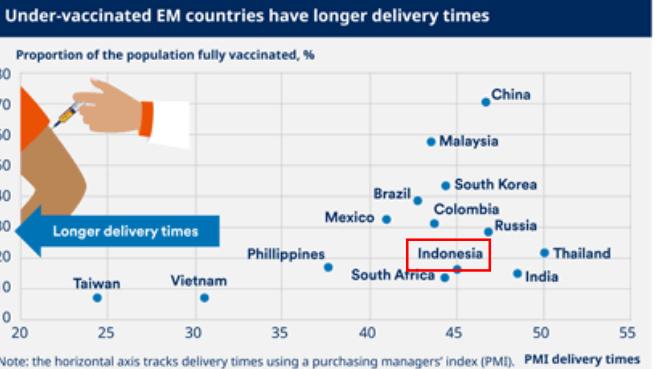
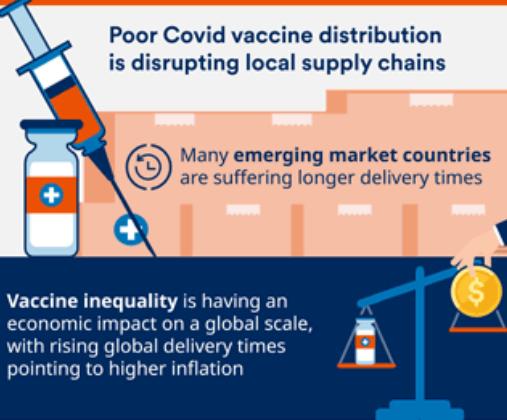
Has Covid actually mattered to financial markets?



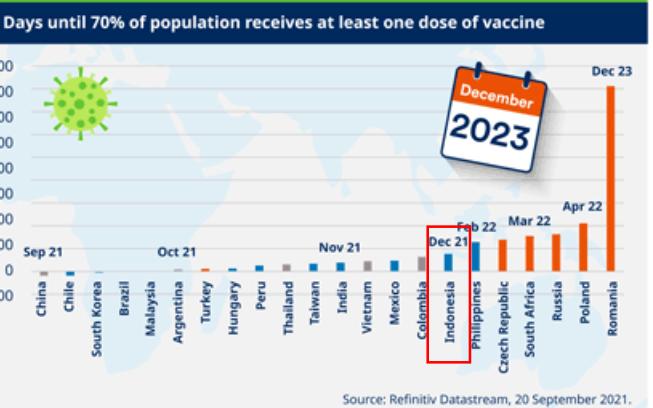
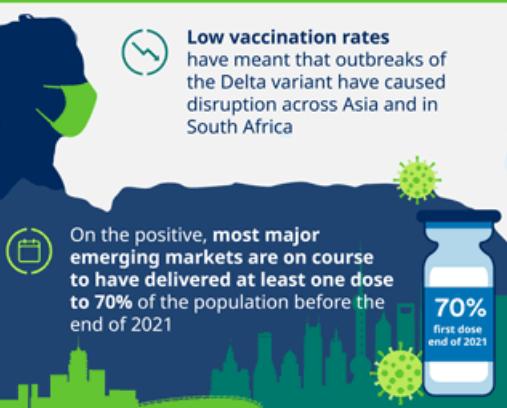
View at a glance: Schroders' GDP growth forecasts



How's vaccine inequality driving up global inflation?



Which emerging markets are most at risk from future Covid outbreaks?



Sumber: Schroders

PANDEMI COVID-19: THE GREAT RESET



ECONOMIC RESET

- 5,2 juta korban jiwa secara global akibat COVID-19.¹
- Ekonomi global mengalami resesi dengan kontraksi sebesar 3,5% pada tahun 2020.²
- Inflasi meningkat di sebagian besar negara maju dan negara berkembang.³

ENVIRONMENTAL RESET

- Penurunan mobilitas selama pandemi menyebabkan penurunan emisi gas rumah kaca secara sementara.
- Konferensi COP-26, Glasgow, diharapkan dapat mewujudkan target Paris Agreement.

TECHNOLOGICAL RESET

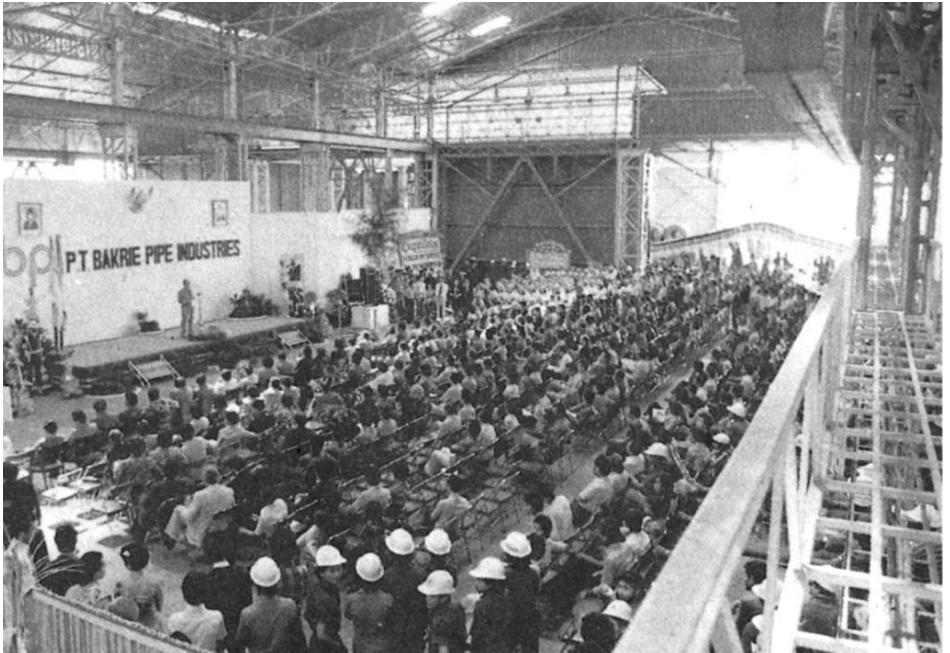
- Adaptasi teknologi terakselerasi: *hybrid workplace*.
- Transformasi digital: penggunaan AI, manufacturing 4.0.

1) www.worldometers.info/coronavirus

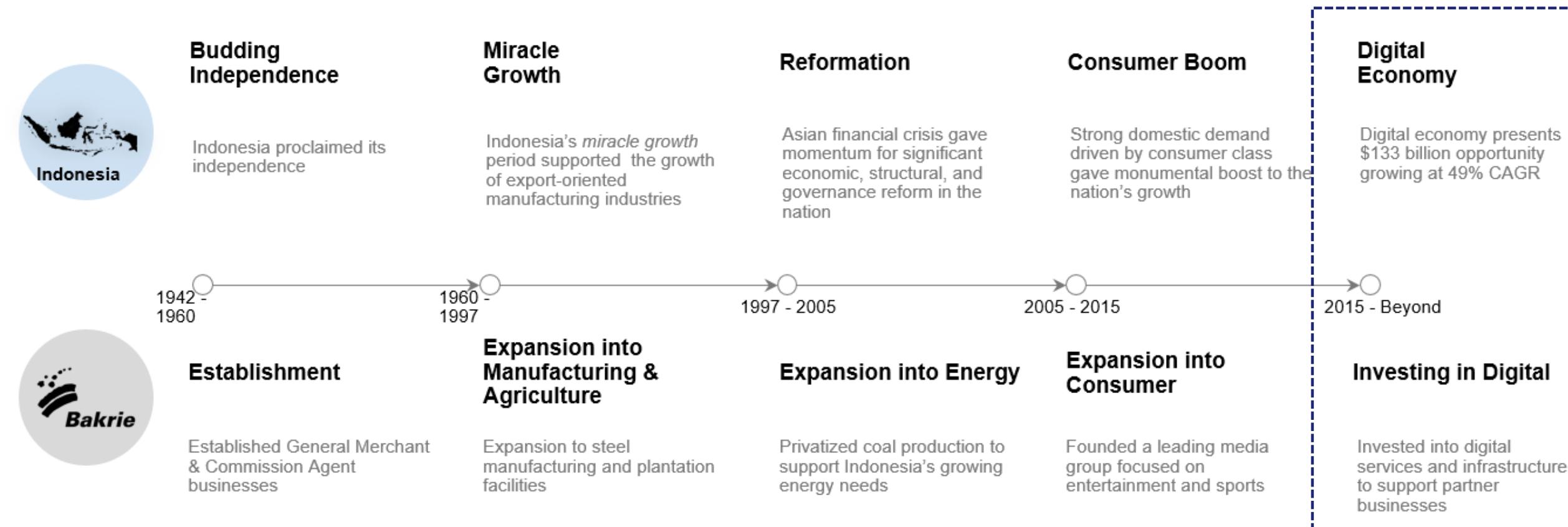
2) World Bank

3) IMF

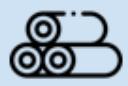
WHAT PEOPLE REMEMBER ABOUT BNBR



BISNIS YANG MENDORONG PEMBANGUNAN INDONESIA



BAKRIE & BROTHERS

 **Steel Pipe**
First steel pipe industry

 **EPC, Steel Structure**

 **Building Material**

 **Autoparts**

 **Seamless Pipe**

 **Steel Pipe**
Large diameter API

 **Gas Transportation**
Kalimantan – Jawa pipeline I

 **Toll Road**
Cimanggis – Cibitung

 **Power Plant**
Coal-fired

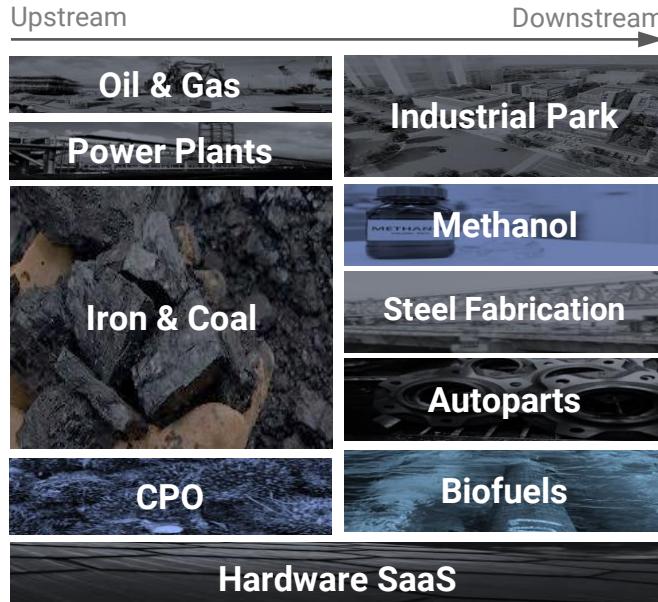
 **Electric Vehicle**

 **Renewable Energy**

WHAT PEOPLE WILL REMEMBER ABOUT BNBR

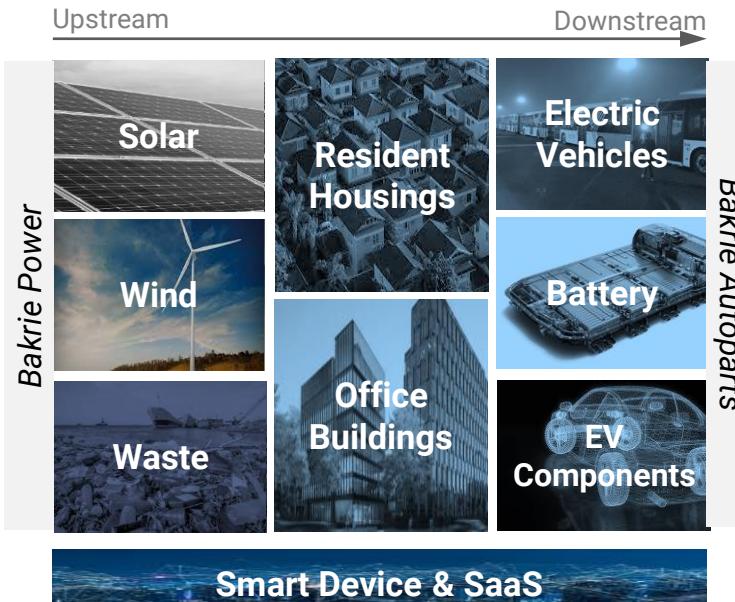
Smart Industrialisation

Industrialisation is our core fundamental business.



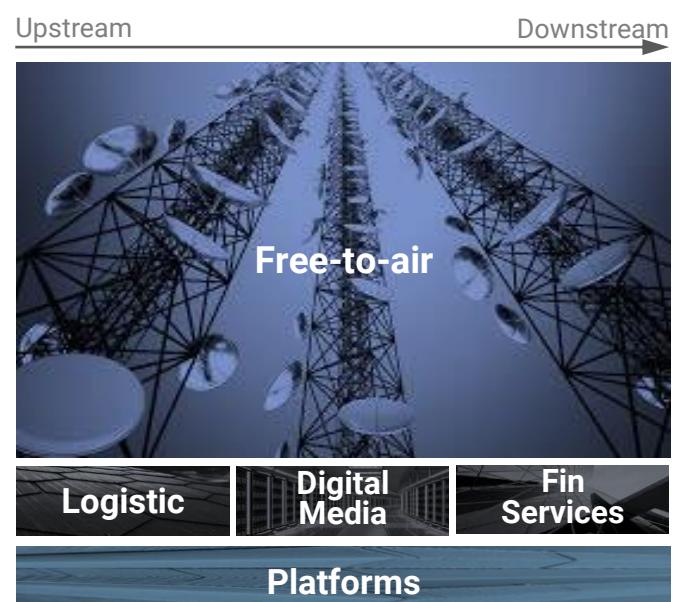
Sustainable Economy

Accelerating transition to sustainable energy with electric cars, solar and integrated renewable energy solutions for homes and businesses.



Digital Services

Providing technology infrastructure and internet services that enables businesses to enrich the lives of Indonesia's growing consumer class.



As an enabler which nurtures and enhances new businesses.

Quantum Ventures, Convergence Ventures, etc
Focus on empowering start-ups in related verticals.

UNLOCKING EXPONENTIAL GROWTH



Who we are

Supported by Bakrie Group as anchor LP, QVF is a \$30m early-stage VC fund venture-building and investing in innovative companies across Indonesia's renewable energy, EV, logistics, and fintech sectors.

Our competitive advantages

QVF provides portfolio companies with guidance and resources for success, ranging from **team building, market research, exit strategy, cross-pollination, funding, and unfair access to “ecosystem superchargers”** (i.e. government, incumbents, investors).

Portfolio companies

+\$10m of capital deployed as we build and scale startups in target verticals and realize synergies with strategic partners.

Portfolio companies



VEKTR

EV solution provider & ecosystem integrator



QUANT

Digital payment, remittance, and lending platform. Partnering with Pos Indonesia to create Posfin – a financial service for the unbanked



HELIO

Renewable energy solutions for public and commercial sector



LOGGIS

Integrated logistics tech aggregation platform and operation enabler



MODULA

Affordable housing construction solution using prefab and 3D printing

Synergies



FOKUS PADA ESG

E

Environment

Setiap unit usaha manufaktur BNBR memiliki sertifikasi Environmental Management System (ISO 14001).

Pengelolaan lingkungan di sekitar area operasional dilakukan dengan melibatkan departemen-departemen yang berwenang.



S

Social

BNBR konsisten mengembangkan sumber daya manusia melalui program-program Bakrie Learning Center.

Pengembangan komunitas dilakukan secara kolektif dengan perusahaan grup Bakrie lainnya melalui yayasan Bakrie Amanah.



G

Governance

BNBR senantiasa mengedepankan tata kelola perusahaan yang baik.

BNBR secara rutin mengadakan asesmen pelaksanaan tata kelola perusahaan terhadap seluruh unit-unit usahanya.



FOKUS PADA SDG

BNBR telah memetakan beberapa Sustainable Development Goals (SDGs) yang telah sejalan dengan komitmen kami selama beberapa tahun terakhir dan terus meningkat pada tahun mendatang.

1
NO
POVERTY



Hak Asasi Manusia

- Penyusunan dan penerapan Kode Etik dan Kebijakan Perilaku Bisnis BNBR.
- Komitmen mematuhi hukum dan pemenuhan tanggung jawab untuk membayar pajak.
- Menghormati hak sipil, dan politik, serta hak ekonomi, sosial dan budaya.

3
GOOD HEALTH
AND WELL-BEING



Praktik Tenaga Kerja

- Menyediakan lingkungan kerja yang baik dan perlindungan sosial serta mendukung praktik dialog sosial.
- Mendukung dan mengelola Kesehatan dan Keselamatan Kerja (K3).

4
QUALITY
EDUCATION



Keterlibatan dan Pengembangan Masyarakat

- Melakukan investasi sosial melalui perbaikan aspek sosial bagi kehidupan masyarakat di sekitar BNBR.
- Terlibat dalam aksi untuk memperbaiki kualitas Pendidikan bagi para karyawan dan masyarakat di sekitar BNBR.

5
GENDER
EQUALITY



Kesetaraan Gender

- Menyediakan kesempatan yang sama dan setara bagi setiap orang untuk menjadi pekerja, menerima pelatihan, dan mengembangkan karier di grup BNBR.
- Mendukung pengembangan individu.

7
AFFORDABLE AND
CLEAN ENERGY



9
INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11
SUSTAINABLE CITIES
AND COMMUNITIES



12
RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Lingkungan Hidup

- Penerapan dan pengelolaan risiko lingkungan hidup.
- Pengembangan bisnis berkelanjutan dan ramah lingkungan, diantaranya bus listrik dan energi terbarukan.

Industri Berkelanjutan

- Mendukung pengembangan industri, inovasi dan infrastruktur yang berkelanjutan.
- Mendukung inovasi menuju perwujudan Manufacturing 4.0.

Kota yang Inklusif

- Mendukung penyediaan transportasi umum perkotaan yang ramah lingkungan.
- Mendukung penyelesaian masalah backlog perumahan di Indonesia.

Masalah Konsumen

- Menyediakan layanan konsumen, dukungan dan penyelesaian perselisihan.
- Menyediakan informasi pengguna yang jelas dan berguna atas setiap produk dan jasa.

BNBR IS EVOLVING INTO FUTURE SUSTAINABLE BUSINESSES



**Bakrie
Autoparts**

- Over 40 years of experience in forging and casting.
- Producers of automotive components for OEMs.
- Caters mostly to ICE (Internal Combustion Engine) commercial vehicles.



**Bakrie
Power**

- Established in 1994 by BNBR to capture opportunities in the power sector.
- Experienced in handling coal-fired power plants.



**Bakrie
Building
Industries**

- Over 30 years of experience in fiber-cement based building materials business.
- Producers of the well known brand Harflex for roofing product and Versa for board product.



VEKTR

- One of the pioneers of EV in Indonesia.
- Business focus on Heavy eMobility .
- Owner of leading EV brands with industrial integrator plan in the pipeline.



helio

- Renewable energy (RE) developer aiming to lead energy transition in Indonesia.
- Experienced in providing cost efficient solution for de-dieselization projects.



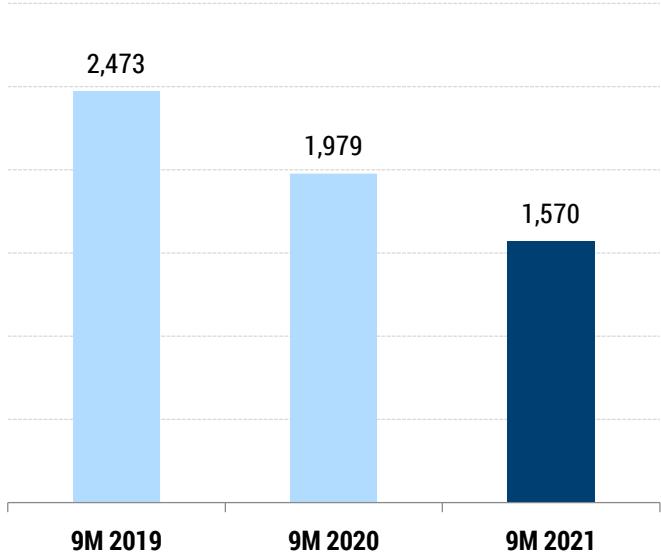
M O D U L A

- Solution provider for housing backlog problems.
- Proven prefabricated housing designs and productions.
- Set to adopt the latest 3-D printing technology in construction.

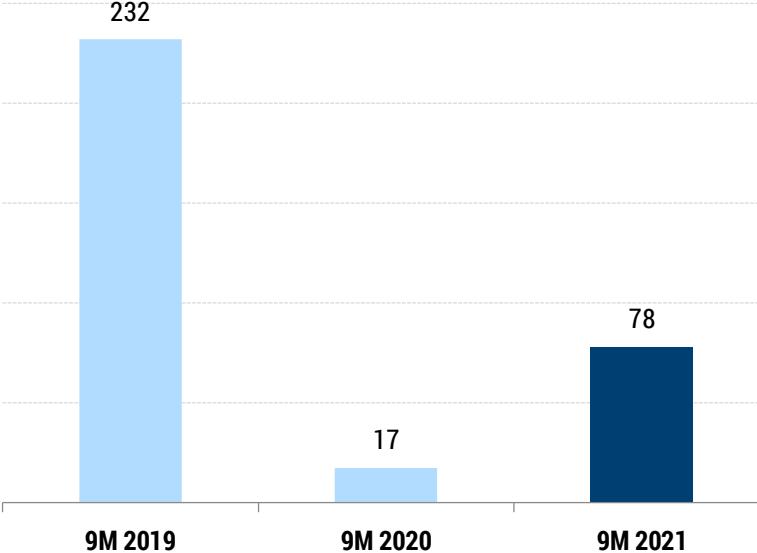


KINERJA KEUANGAN 9M-2021 (1)

Pendapatan (y-o-y)



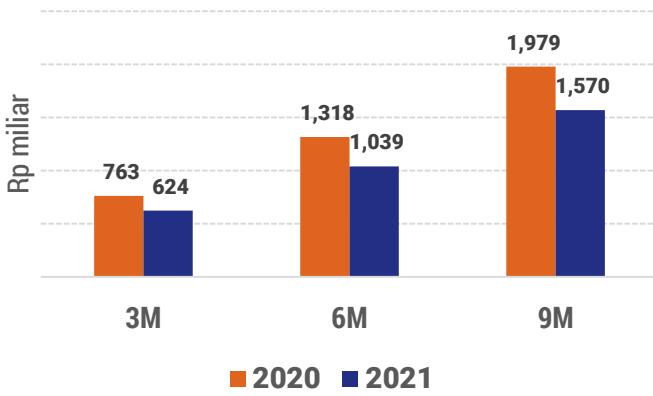
EBITDA (y-o-y)



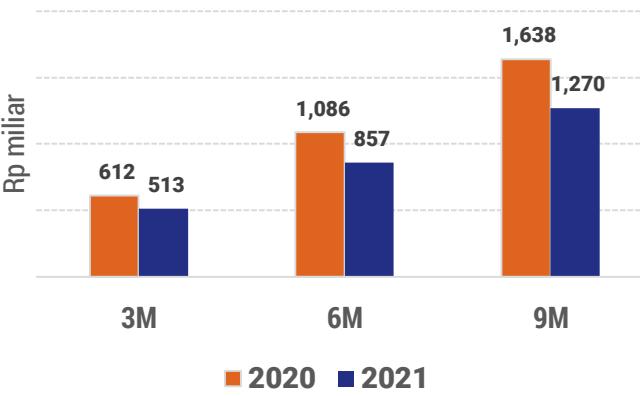
Pada periode sembilan bulan pertama tahun 2020 dan 2021 COVID-19 cukup berdampak terhadap Pendapatan. Namun terlihat Perseroan dapat meningkatkan EBITDA membentuk *V-shape*.

KINERJA KEUANGAN 9M-2021 (2)

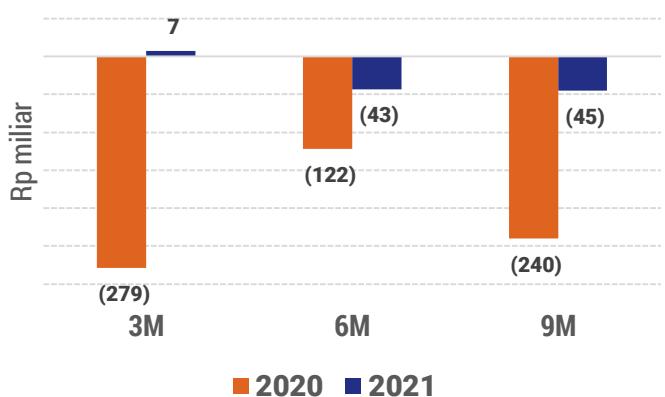
Pendapatan



COGS



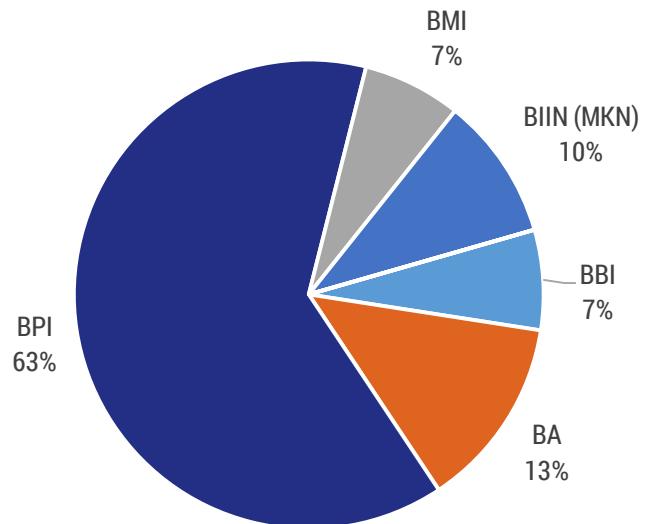
Net Income



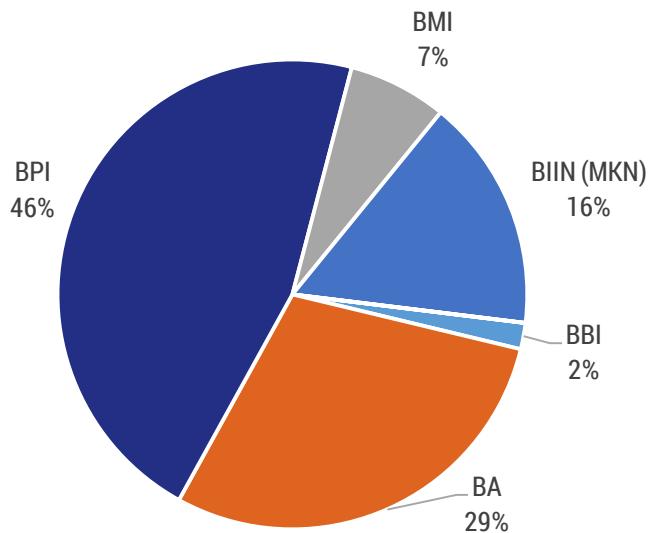
V-shape improvement pada EBITDA adalah hasil Perseroan dalam menerapkan *cost management* yang efisien. Meskipun *Net Income* masih negatif, namun menunjukkan perbaikan yang signifikan dibandingkan tahun lalu pada periode yang sama.

KINERJA KEUANGAN 9M-2021 (3)

Pendapatan 3Q 2020



Pendapatan 3Q 2021



Pada breakdown pendapatan BNBR triwulan ketiga tahun 2020 dan 2021, terlihat evolusi / *pivoting* BNBR ke arah bisnis yang menuju pada *electrification* dan teknologi, yaitu BA dan MKN.

ON-GOING TASKS



Good Corporate Governance

Penyempurnaan pelaksanaan GCG secara berkelanjutan dengan berpegang pada Trimatra Bakrie.



Restrukturisasi Utang

Penyelesaian utang telah memasuki tahapan diskusi akhir dengan kreditur.



Proyek-proyek Eksisting

Proyek-proyek infrastruktur eksisting masih berjalan sesuai jadwal yang disepakati.



Bisnis Unit Usaha

Peningkatan efisiensi dalam pengembangan bisnis unit-unit usaha eksisting.



Kolaborasi

Melanjutkan kolaborasi dengan mitra eksisting (ie. Quantum Fund – Strategic Private Equity) dan mitra potensial lainnya (Strategic Partner).



Inkubasi & Akselerasi Start Up

Menginkubasi bisnis baru dengan memanfaatkan teknologi disruptif seperti electric vehicle, renewables, dan 3-D printing.

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