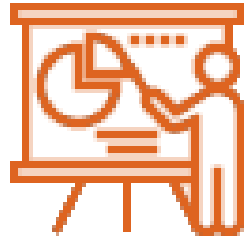


MANAGEMENT PRESENTATION

September 2020

Agenda



- Financial Update
- Business Update
- Growth Strategy
- Strategic Initiatives
- Appendix

FINANCIAL UPDATE



Company Structure



BNBR

Bakrie Metal Industries [99%]

Steel Structure Fabrication

Bakrie Building Industries [99%]

Building Materials

Bakrie Pipe Industries [99%]

Steel Pipe Manufacturing

Bakrie Construction [98%]

Steel Structure Fabrication

Bakrie Autoparts* [99%]

Automotive Component

*consolidated into BMI since November 23, 2018

Bakrie Indo Infrastructure [99%]

Bakrie Power [99%]

Power Plant

Bakrie Tol Indonesia [99%]

Cimanggis Cibitung Toll Road

Bakrie Oil & Gas Indonesia [99%]

Kalimantan Jawa Gas

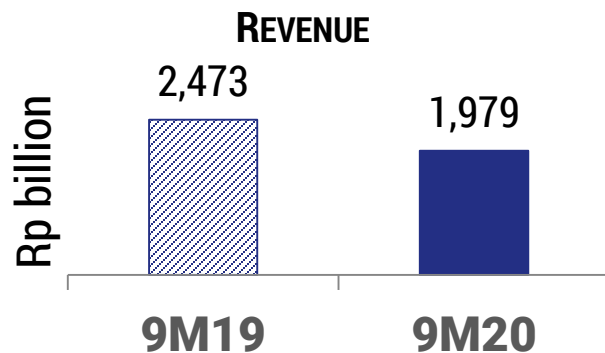
Multi Kontrol Nusantara [99%]**

IT & Telco Infrastructure

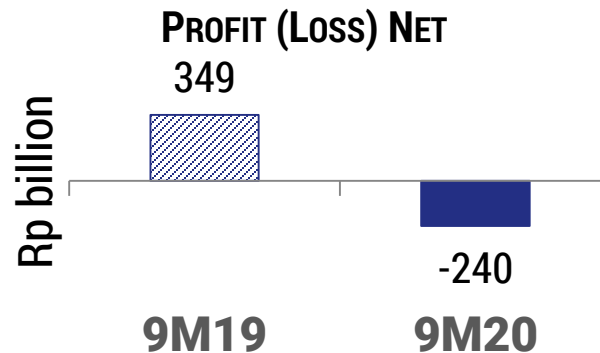
**consolidated into BIIN since December 26, 2018

Financial Performance

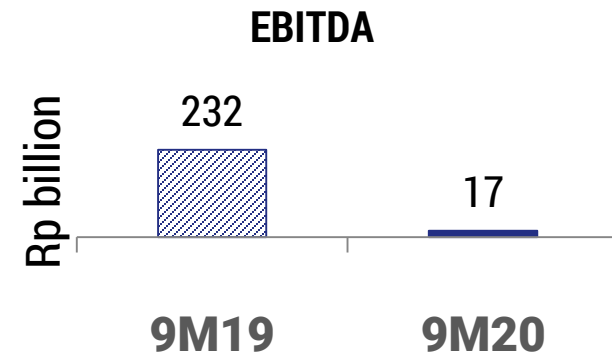
Profit & Loss Summary - Consolidated



- **Revenue** decreased by 20% in the first nine months of 2020 if compared to the same period y-o-y.



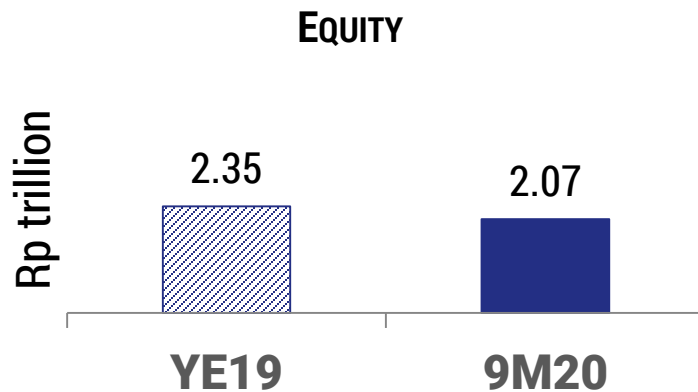
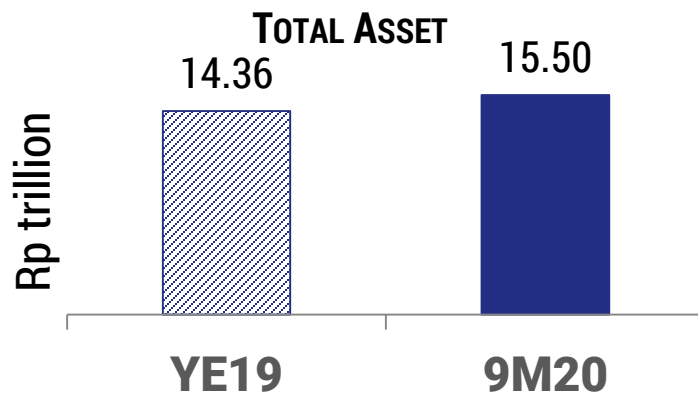
- The Company booked **net loss** in the first nine months of 2020, partly caused by the condition of COVID-19 pandemic.




- **EBITDA** was positive in the first nine months of 2020, after previously being negative in the first semester of 2020.

Financial Performance

Balance Sheet Summary

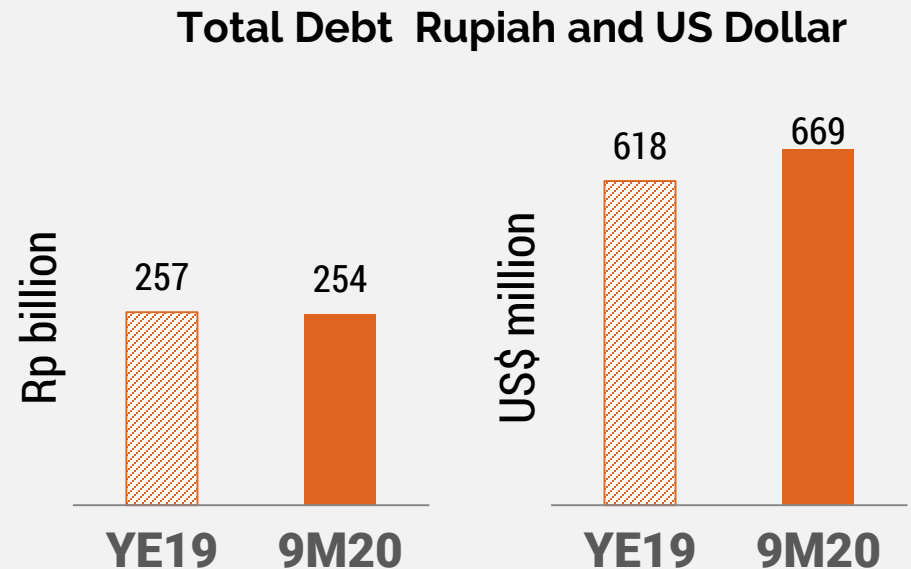
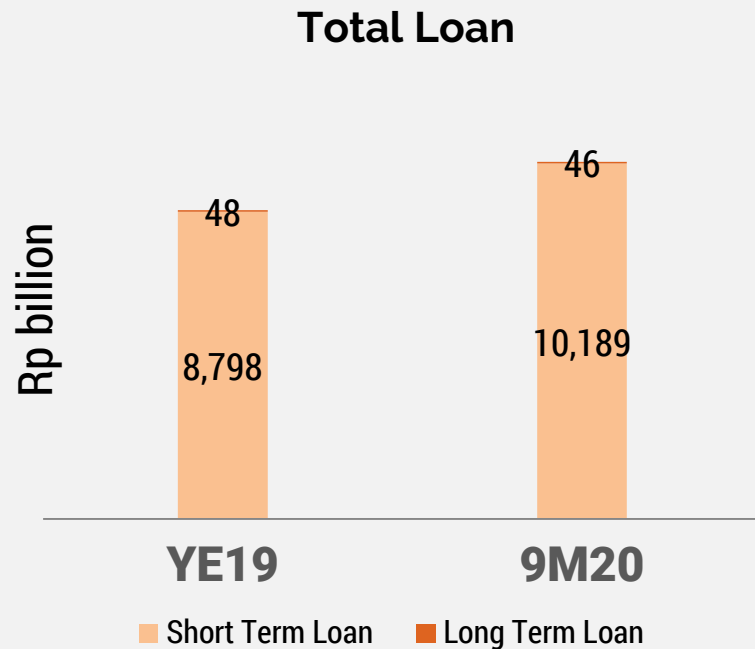


- 
- **Assets** increased in the first nine months of 2020 due to increase of fair value of short term investments.

- **Equity** slightly decreased due to weakening of Rupiah exchange rate against Dollar US which affected net loss for the period.

Debt Position

Parent Only



Debt Restructuring

Parent Only

- Company's effort to revitalize its balance sheet has shown positive signs.
- Company will continue its debt restructuring efforts with remaining creditors.

In Rp billion	2016	2017	2018	2019 - 2020	Total
Debt restructuring done through Non Preemptive Rights Issue (NPR)	990	1,037	9,384		11,411
Debt restructuring in progress				10.003	10.003

BUSINESS UPDATE



Privately Held Companies



Bakrie Autoparts

- The pioneer in grey & ductile casting iron products for OEM automotive components in Indonesia.
- Main automotive component supplier for commercial vehicles such as Mitsubishi and Hino in the domestic market.
- In the near future BA plans to tap into passenger vehicle and replacement market to further expand its business.
- BA is also currently developing electric vehicle business.



Bakrie Building Industries

- A producer of fiber-cement products for domestic and export market.
- Held significant market share in the domestic roof and ceiling market with 80 strong and loyal distributor network.
- Expanding its product portfolio to offer energy efficient building material.



Bakrie Metal Industries

- Specializing in steel fabrication and civil engineering services to diversified sectors.
- Extensive experience in handling major EPC projects for offshore and onshore facilities.
- Produces small to large steel pipes for oil & gas distribution, construction and water pipe.
- Held significant portion of local pipe market share with major oil & gas customers.

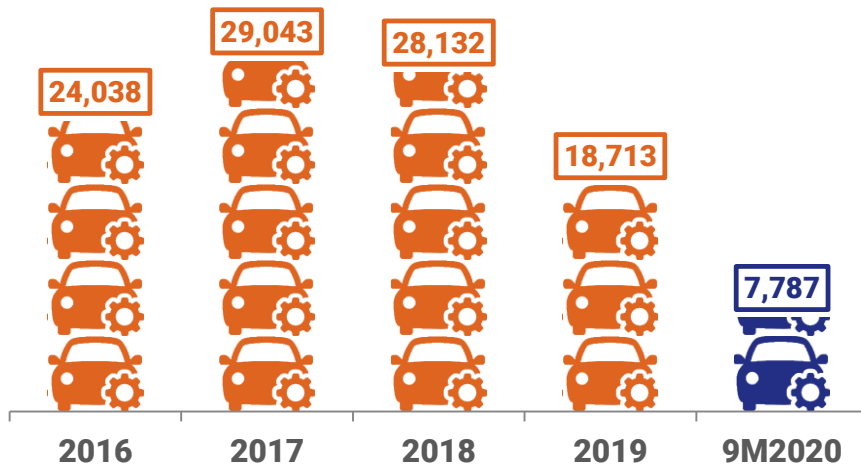


Bakrie Indo Infrastructure

- Bakrie Power specializing in power plant development, currently constructing 3x18 MW and power plant 2x660 MW power plant.
- Bakrie Oil & Gas Infrastructure; specializing in gas pipeline infrastructure, currently operating 200km offshore gas pipeline.
- Bakrie Toll Indonesia; specializing in developing toll road, currently constructing 26km urban toll road.

Bakrie Autoparts

Sales Volume [metric ton]



**not including sales from BMC which is counted per piece*

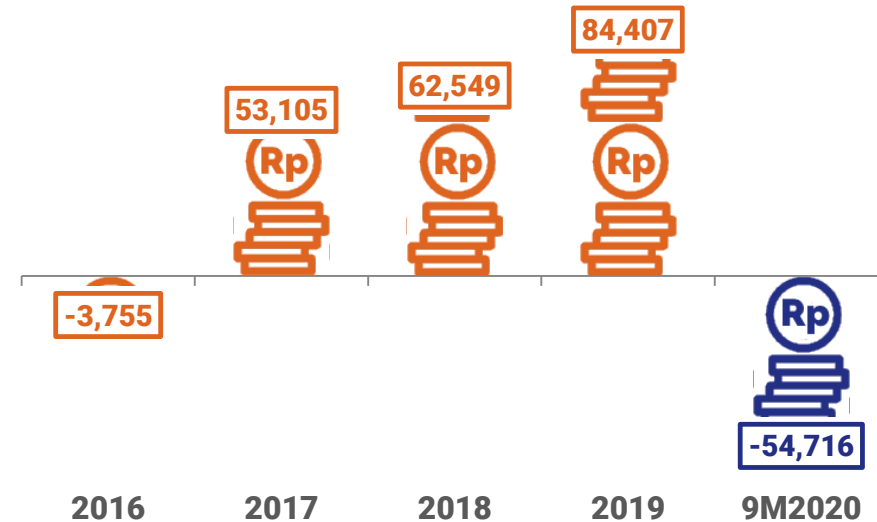
Product

- OEM supplier for automotive components.
- Sales composition consists of 84% automotive components and 16% general casting.

Performance

- Sales volumes have decreased in 2020 due to customer order adjustments during the COVID-19 pandemic.
- BA continues its effort to increase its product portfolio with higher margin automotive components and continue to develop the general casting market.

EBITDA [million Rupiah]



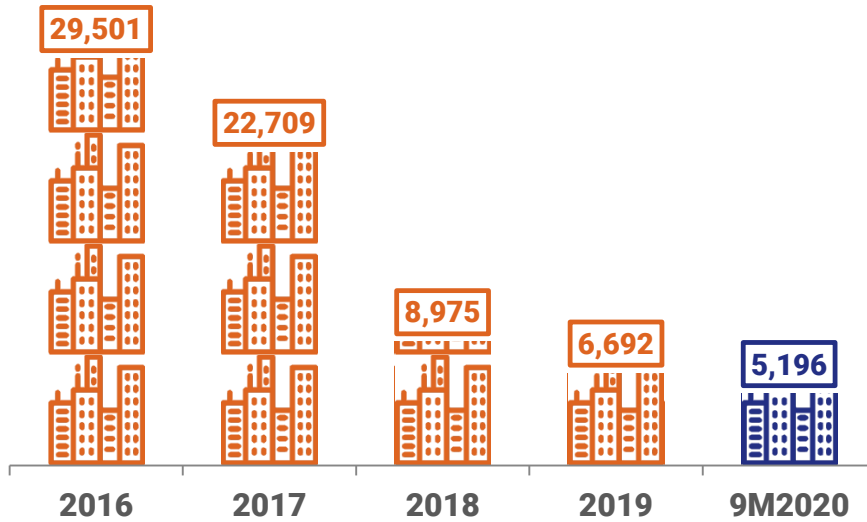
Prospect

- Gaikindo recorded domestic sales of motor vehicles in 2019 decreased to 1.03 million units, compared to 2018 domestic sales of 1.1 million units.
- Gaikindo predicted sales of motor vehicles in 2020 will only reach 600,000 units as a result of the COVID-19 pandemic⁽¹⁾.
- To further improve its performance, BA plans to tap into passenger vehicle market which contributed up to 77% of domestic market share in 2019⁽¹⁾.

(1) GAIKINDO

Bakrie Building Industries

Sales Volume ['000 std.m]



**not including sales from Bangun Bantala Indonesia*

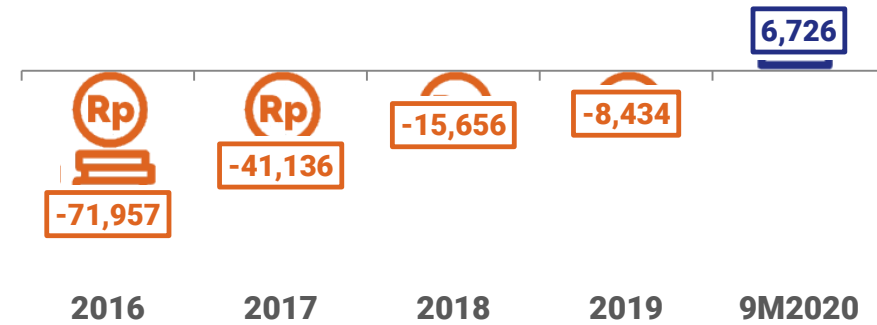
Product

- Fiber Cement products with further expansion on its capacities and product portfolio.
- Sales composition consists of 99% roofing products and 1% ceiling and partition.

Performance

- Sales volume decreased alongside BBI's plan to shift its business from manufacturing to provider of prefab houses construction as well as logistic and distribution services.

EBITDA [million Rupiah]



Prospect

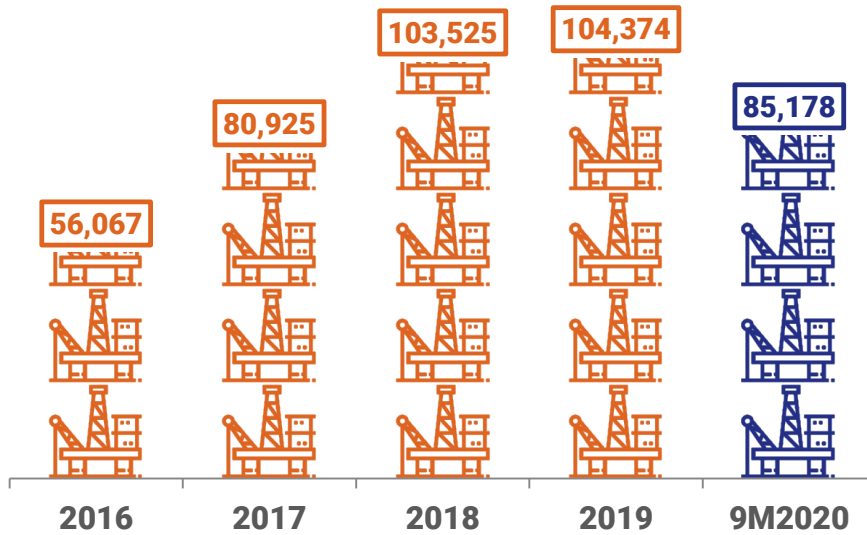
- In 2019 growth rate of property loans (for house and apartment) was 8%⁽¹⁾, indicating stable demand in property sector.
- Distribution of Home Ownership Loans (KPR) is expected to increase along with the plan of the Ministry of Public Works and Public Housing (Kemenpupera) to channel KPR subsidies up to Rp. 11 trillion in 2020.

(1) Bank Indonesia

Bakrie Metal Industries

Steel Structure Fabrication & Steel Pipes Manufacturing

Sales Volume [metric ton]



**not including steel structure production for oil and gas sector that is calculated by man-hour*

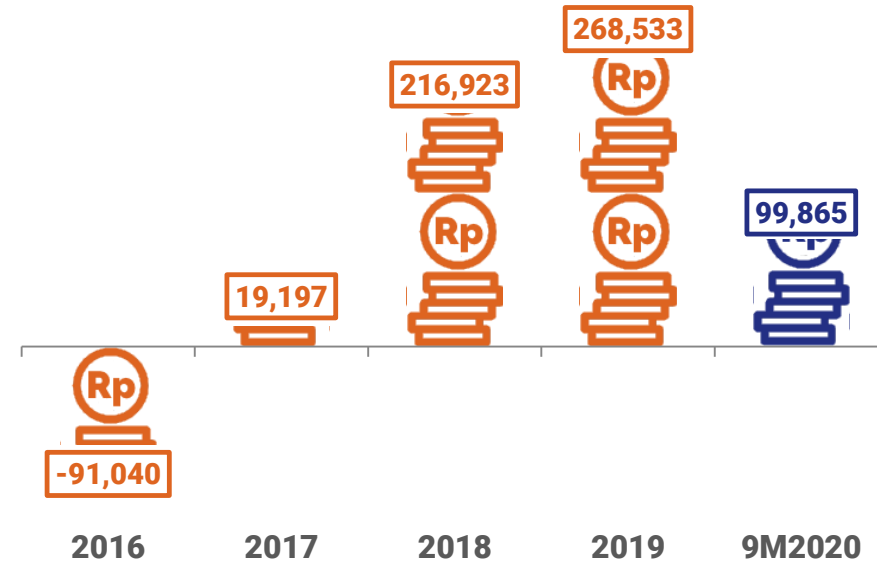
Product

- Services for steel construction, EPC, and a producer for pipes with diameter ranging from 0,5in to 48in.
- Sales composition of products and services are 25% in oil & gas sector and 75% in non-oil & gas.

Performance

- Sales Volume increased slightly in 2019 amidst weakening oil & gas market.

EBITDA [million Rupiah]



Prospect

- World Bank predicted prices of energy commodities, in particular crude oil and natural gas, will remain stable and gradually increased until 2030.
- Penetrate further to non-OG market given booming infra sector, as well as broadening captive OG market
- Government of Indonesia's expenditure plan in infrastructure sector is as much as Rp 423.3 trillion in 2020, however the realization is predicted to reach less than that as some of the budget is shifted for handling the COVID-19 pandemic⁽¹⁾.

(1) Ministry of Finance Indonesia

GROWTH STRATEGY



Manufacturing Business Units

Bakrie Autoparts

- Increase of production capacity utilization.
- Expand further into production of passenger vehicle components and after sales market.
- Increase of non-automotive segment.
- Development of electric vehicles for usage in DKI Jakarta, Central Java, East Java, and Bali.

Bakrie Building Industries

- Shifting of business from manufacturing into services provider.
- Expansion of market into infrastructure supporting industry segment.

Bakrie Metal Industries

- Capacity expansion in EPC segment.
- Increase in non oil & gas steel structure segment.
- Increase of non oil & gas pipes capacity for national construction such as roads and power generator.

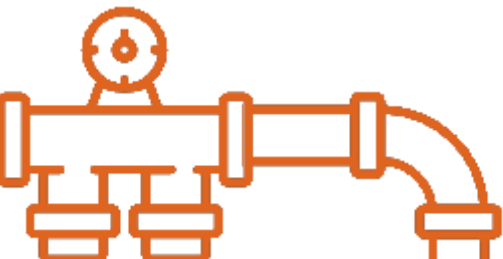
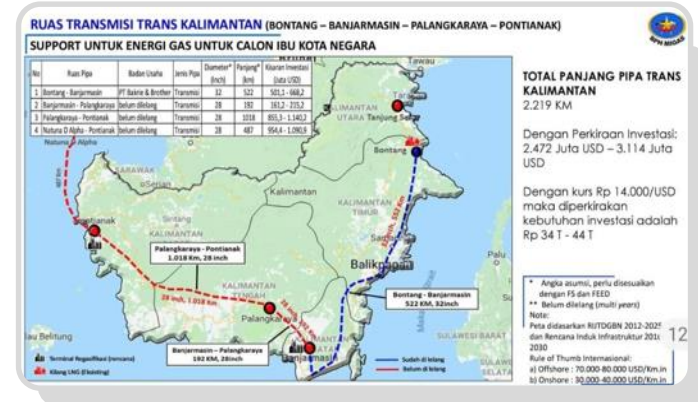
STRATEGIC INITIATIVES



Infrastructure Projects

Kalija Pipeline Bontang - Banjarmasin

- Feasibility Studies had been conducted for the pipe line between Bontang to Banjarmasin including additional line to new capital city, several industrial estates, and new factories along the route.
- Several MOU has been signed by Shipper and Off-taker.
- The Trans Kalimantan Gas Pipeline Project, in which consists of East Kalimantan – South Kalimantan transmission pipe segment, is included in Perpres no 18 year 2020 concerning National Medium-Term Development Plan (RPJMN) 2020-2024.



Infrastructure Projects

Cimanggis-Cibitung Toll Road

- Collaborating with PT Waskita Toll Road (a subsidiary of PT Waskita Karya Tbk).
- This toll road has started operating on November 10, 2020, starting with Section I (Junction Cimanggis - On / Off Ramp Jatikarya) and is connected to the Cinere-Jagorawi toll road and Jagorawi toll road.
- Phase II construction has reached 72% completion and 82% land clearance, complete construction scheduled on 2021.



Infrastructure Projects

Tanjung Jati A Power Plant 2x660MW

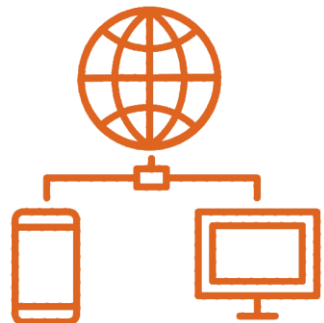
- Collaborating with YTL Jawa Energy BV (a subsidiary of YTL Corporation Berhad).
- Business Viability Guarantee Letter (BVGL) from the Government of Indonesia has been obtained in February 2020.
- Construction work still on going with construction of the 500kV Tower insert for connection to the PLN Grid still carried out according to schedule
- Financial close targeted in December 2020.
- TJA has cleared total area of 239 Ha in Cirebon for the project.
- EPC contractor has been appointed.



Infrastructure Projects

PT Multi Kontrol Nusantara

- Focusing on information technology and telecommunication infrastructure.
- Has been appointed as one of contractors for Palapa Ring project, a project of Government of Indonesia to develop infrastructure network of telecommunication and internet across Indonesia.



Future Business

Green Transportation Solution – Electric Bus

- The first electric bus in Indonesia that has passed all the provisions of the homologation process and fulfillment of all legal and technical requirements for commercial testing by Trans Jakarta.
- The first electric bus being tested commercially on the Trans Jakarta route.
- Bakrie Autoparts is also building a third electric bus unit in a local car body company intended for use on the Trans Jakarta BRT line.
- Bulk orders are expected to be accepted after the trial process in the second semester of 2020.



APPENDIX



Seven Decades of Business

1942 – 1962

- Established as a general merchant and commissioner agent.
- Pioneered Indonesia's steel manufacturing industry.

1990 - 1996

- UNSP's IPO.
- Licensed to operate fixed wireless service.
- PT Bakrieland Development ("ELTY") was established.

2003

- BUMI acquired additional 20% of PT Arutmin Indonesia.
- BUMI acquired 100% of PT Kaltim Prima Coal ("KPC") valued at US\$500mn.

2007 - 2008

- BTEL nationwide expansion valued at US\$72mn.
- BNBR acquired ELTY, ENRG and BUMI valued at US\$4.4bn.
- BUMI acquired 44% of PT Darma Henwa ("DEWA") valued at US\$218mn.
- Establishment of PT Bakrie Energy International.

2011 - 2012

- BNBR completed quasi reorganization.
- Bakrie Group formed strategic partnership with BORN and reduced debt by US\$1bn.
- Gas Transportation Agreement segment Kepodang Tambak Lorok was signed.

2016 – 2017

- Cimanggis-Cibitung Tollways Project continues land acquisition process as well as construction of phase 1.
- First phase of Kalija project has fully operated. Gas transportation carried out according to GTA.

1997 - 2001

- PT Energi Mega Persada ("ENRG") was established.
- PT Bumi Resources ("BUMI") acquired 80% of PT Arutmin Indonesia.
- PT Bakrie Capital Indonesia acquired 58.1% of BUMI.

1986 - 1989

- BNBR acquired PT Bakrie Sumatera Plantations ("UNSP").
- BNBR's IPO.

2004 - 2006

- PT Bakrie Telecom's ("BTEL") IPO and awarded nationwide license.
- BTEL launched CDMA based telco service.
- ENRG acquired 100% ownership from BP.

2009 - 2010

- BUMI acquired 84% of Pendopo Energi Batubara valued at US\$117mn.
- SPA signing with Vallar, UK, valued at US\$844mn.
- Establishment of Bakrie Connectivity Services.

2013 – 2015

- First phase of Kalija gas pipeline project completed in 2015 and fully operated in 2016.
- Cimanggis Cibitung toll road project started.

2018 - 2020

- Signed a Memorandum of Understanding (MOU) with BYD Auto China to develop electric vehicle industry in Indonesia.
- Signed a Memorandum of Understanding (MOU) with China Railway International Group.
- Debt restructuring to creditors done through Non Preemptive Rights Issue (NPR)

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