



**Bakrie &
Brothers**



MANAGEMENT PRESENTATION

March 2023



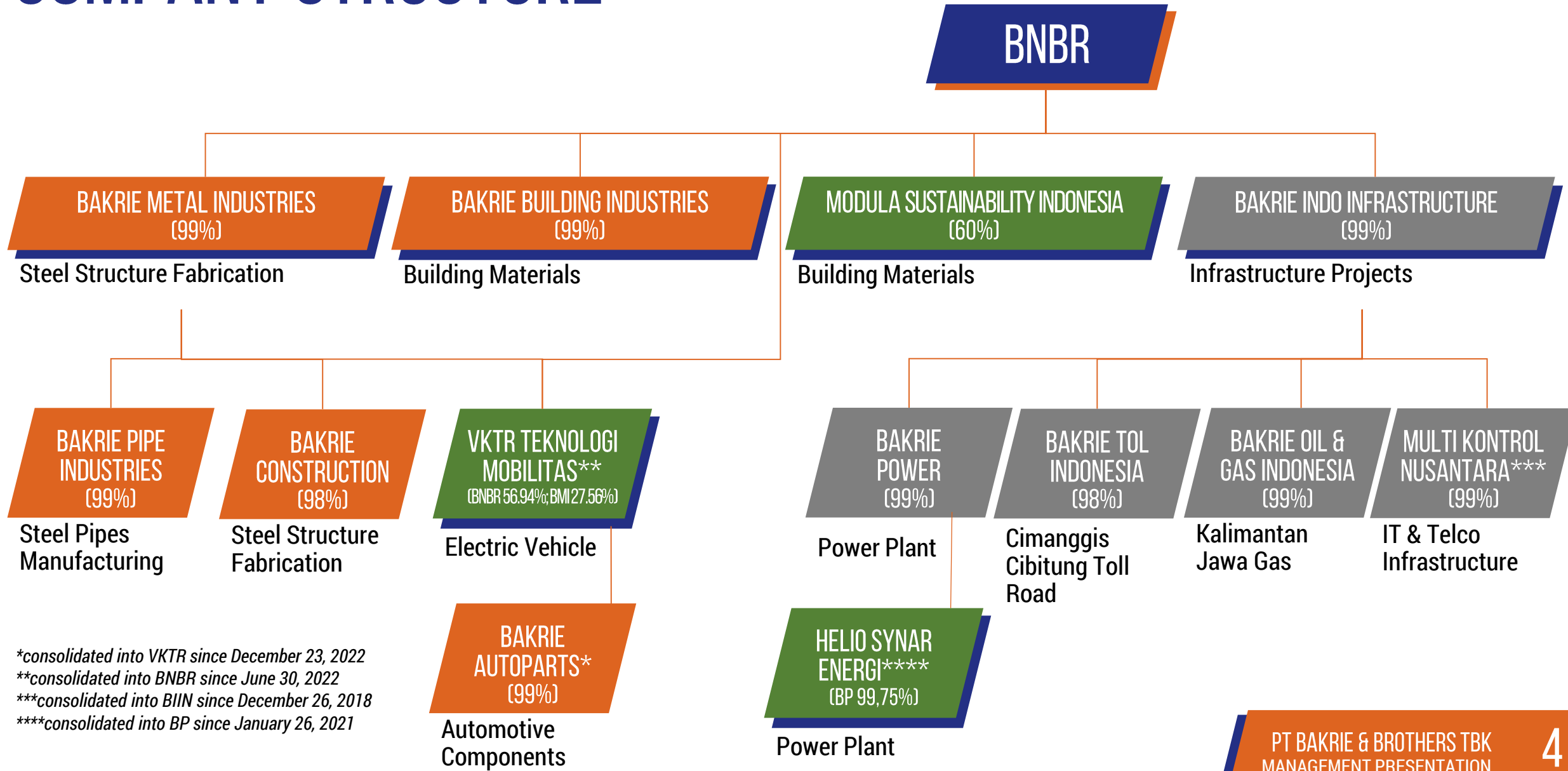
AGENDA

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



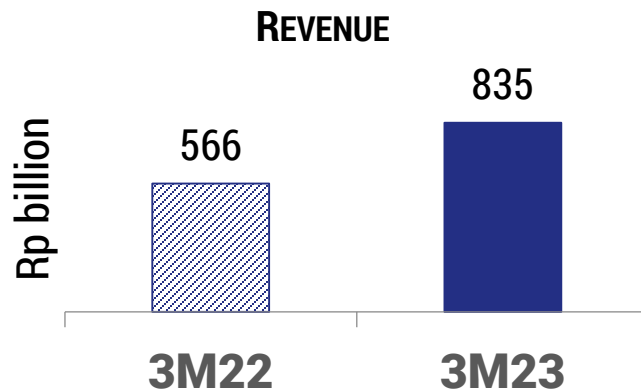
FINANCIAL UPDATE

COMPANY STRUCTURE

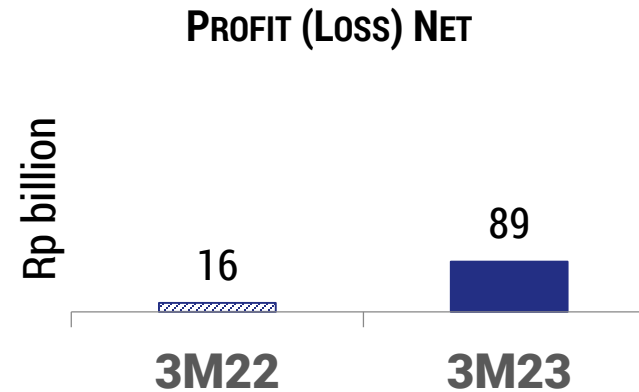


FINANCIAL PERFORMANCE

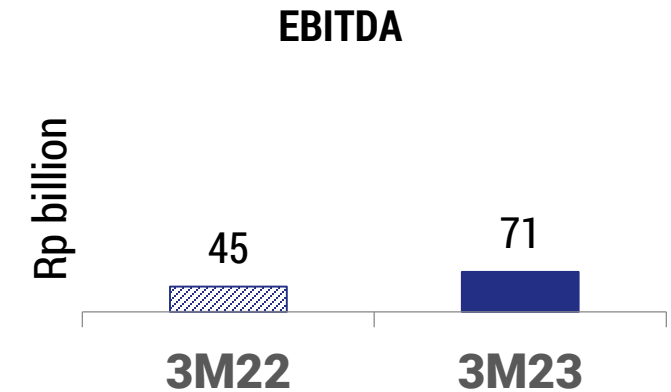
Profit & Loss Summary - Consolidated



- **Revenue** increased by 48% at the first three months of 2023 if compared to the same period y-o-y.



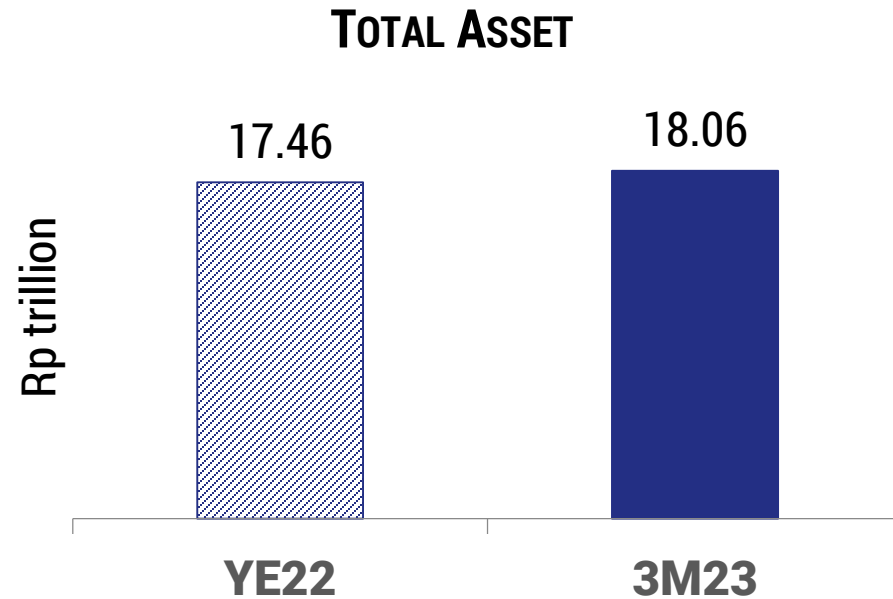
- The Company booked **net profit** at the first three months of 2023.



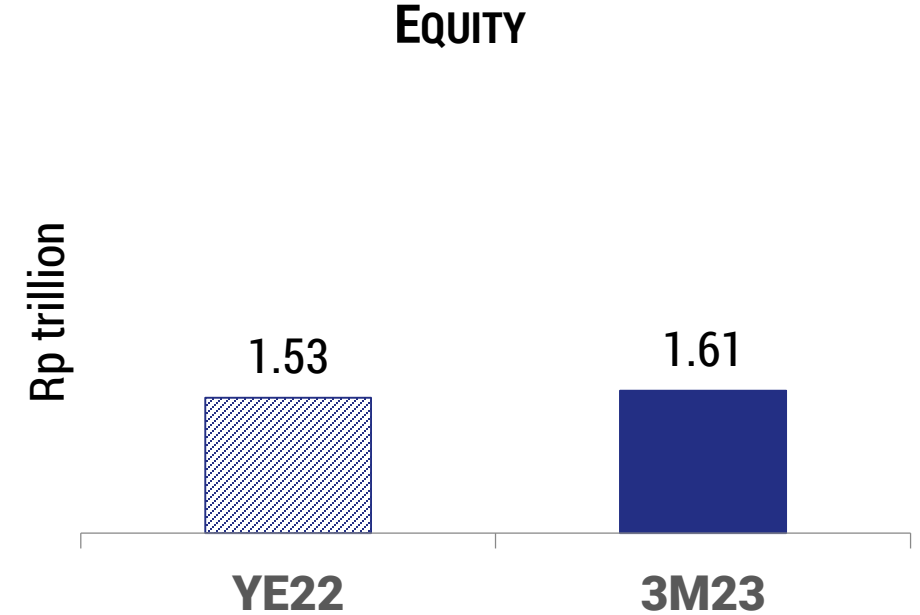
- **EBITDA** was recorded positive at the first three months of 2023.

FINANCIAL PERFORMANCE

Balance Sheet Summary



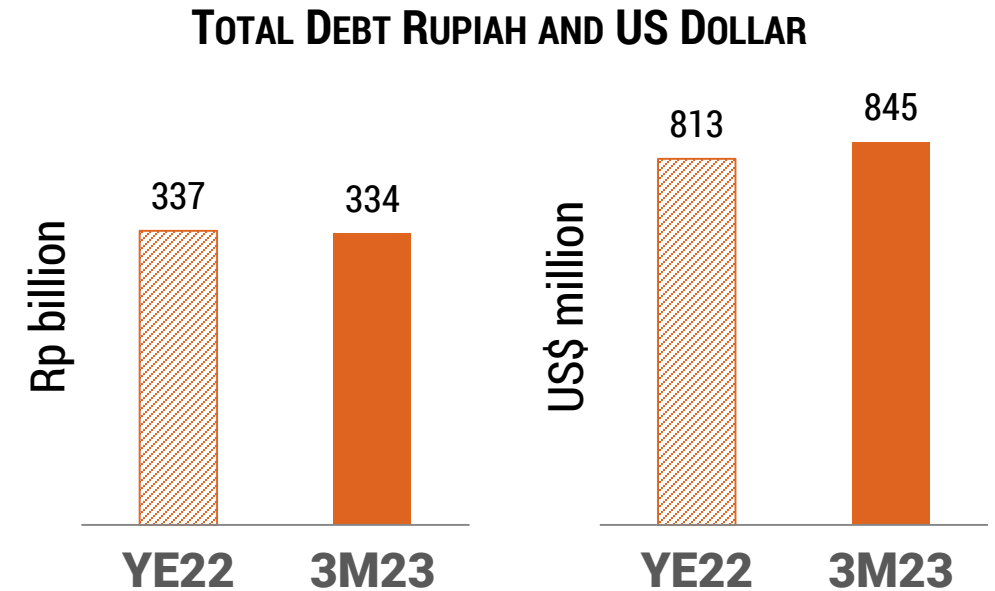
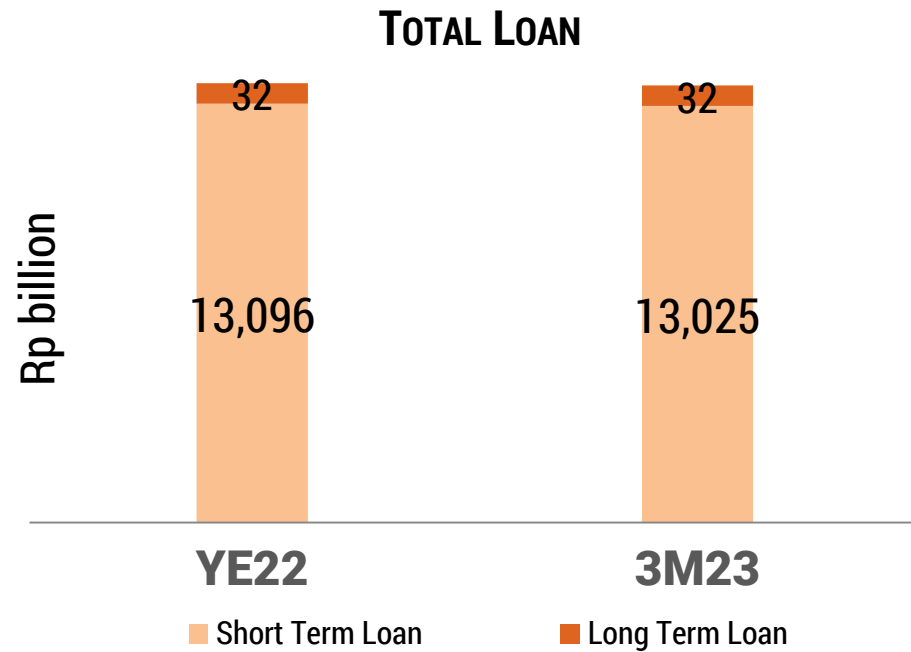
- **Asset** increased at the first three months of 2023 due to increase of short term investments and trade receivables of third parties.



- **Equity** is relatively stable at the first three months of 2023.

DEBT POSITION

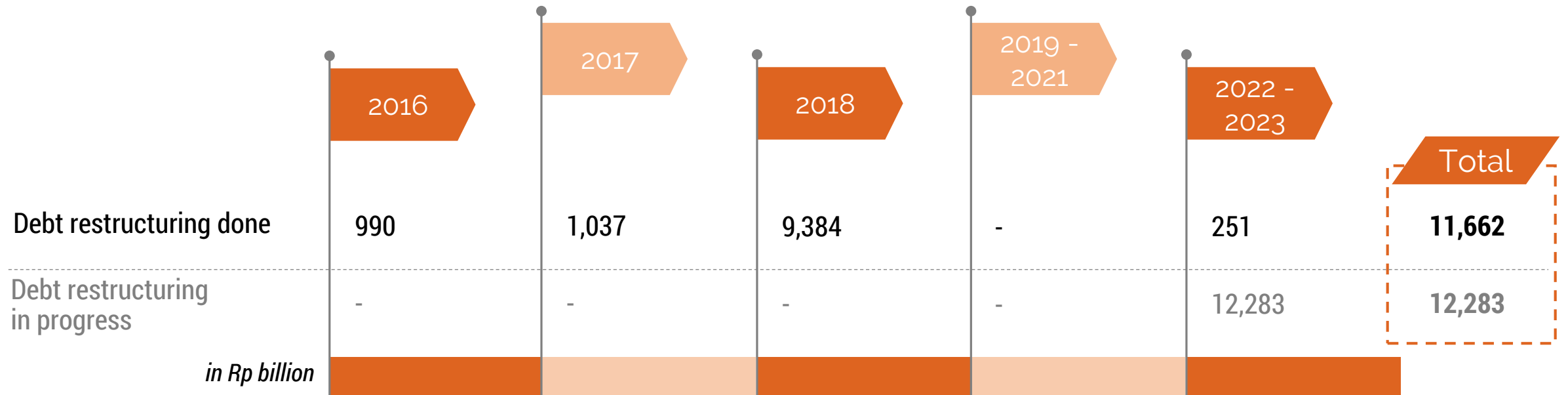
Parent Only



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





BNBR BUSINESS



ELECTR

SUBSIDIARIES



- Has partnered with BYD Auto and has launched electric buses at the IMF event in Bali in 2018, and has successfully sold 30 electric buses in Indonesia.
- Established a VKTR Lab with several research centers to jointly create intellectual property (IP) in the field of mobility electrification, involving several global universities.
- Committed to supporting the green energy transition through the development of transportation with Net-Zero-Emissions.



- 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 has also developed electric vehicle business.



- Has extensive experience as producer of fiber-cement products for domestic and export market.
- BBI is has transformed into a prefab housing solution provider as well as distribution and logistic services provider.
- Supporting the resolution of housing backlog issues in Indonesia by adapting the latest technology in the construction sector.
- BBI helps to initiate a business in the field of environmentally friendly 3D printing construction.



- Specializing in steel fabrication and civil engineering services to diversified sectors, has produced bridges with a total length of over 26 km.
- 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. In the 2017 -2020 period, one out of three new electricity poles in Indonesia was produced by a BMI subsidiary.



- Bakrie Power has the capacity of developing power plants, currently developing various power plants with new and renewable energy.
- 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.
- Multi Kontrol Nusantara has the capacity in infrastructure development in the field of information and communication technology.

BNBR IS EVOLVING INTO SUSTAINABLE BUSINESS



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.



V K T R

- 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.



Bakrie Power

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



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



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.



M O D U L A

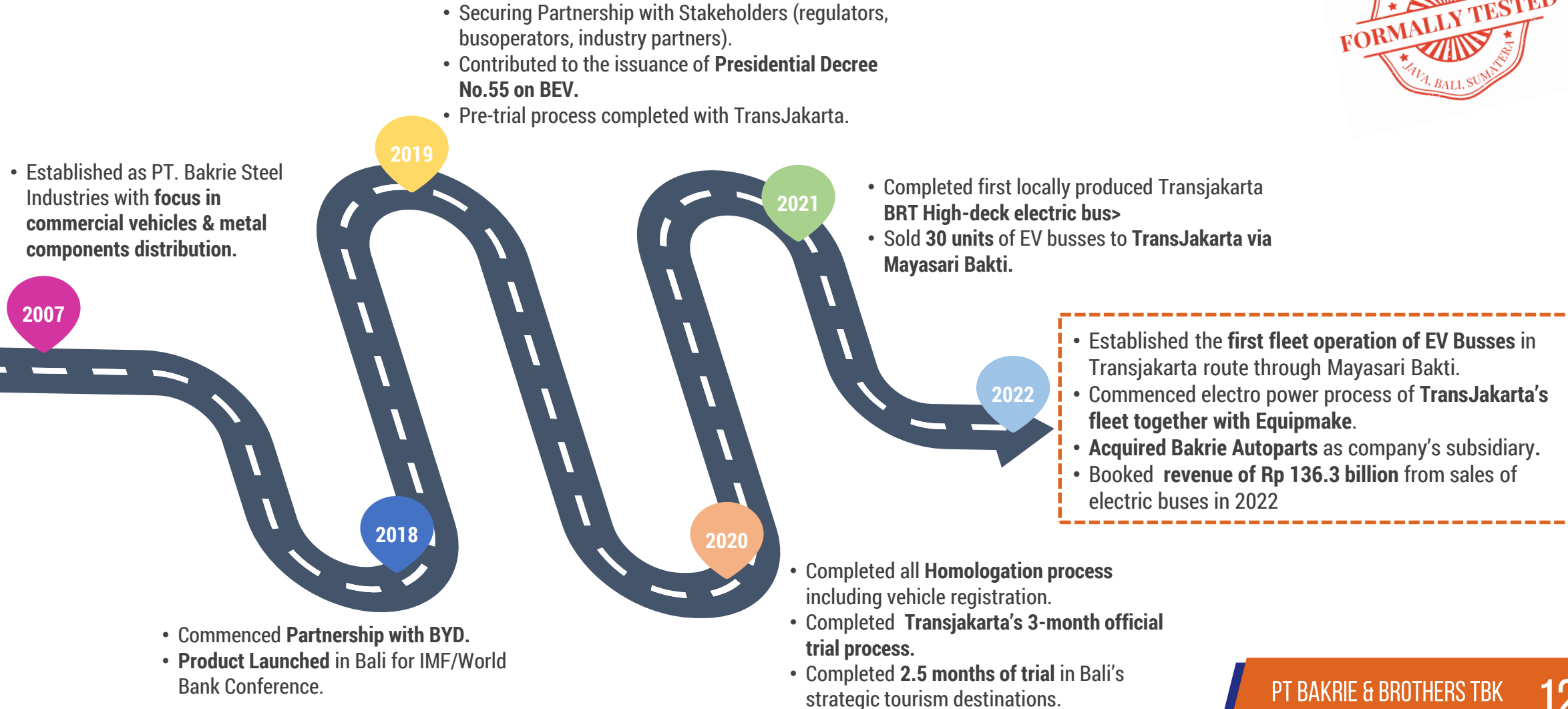
- Solution provider for housing backlog problems.
- Proven prefab housing designs and productions.
- Set to adopt the latest 3-D printing technology in construction.



PT BAKRIE BROTHERS STEEL
PRECAST CONCRETE

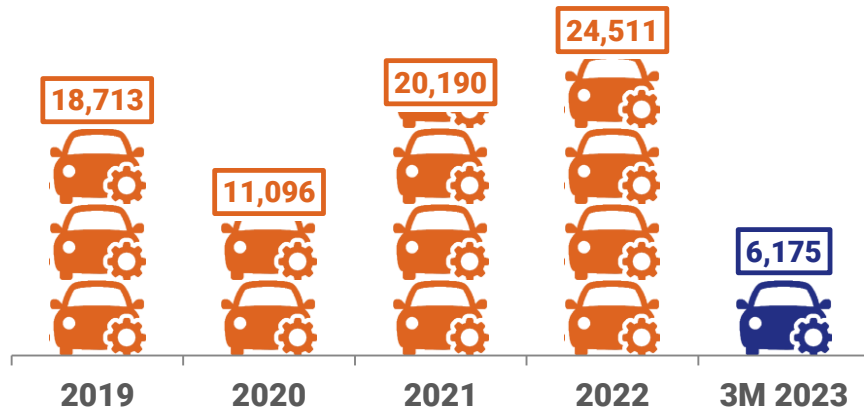
SUSTAINABLE BUSINESS

PT VKTR TEKNOLOGI MOBILITAS TBK



BAKRIE AUTOPARTS

SALES VOLUME [METRIC TON]



*not including sales from BMC which is counted per piece

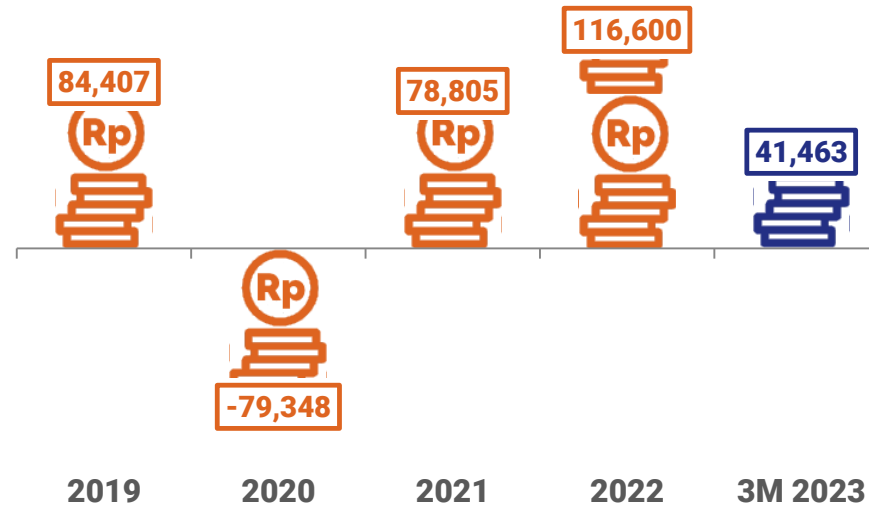
Product

- OEM supplier for automotive components.
- Sales composition consists of 86% automotive components and 14% general casting.

Performance

- Sales volumes have increased in 2022 due to improving customer order after the decrease 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]



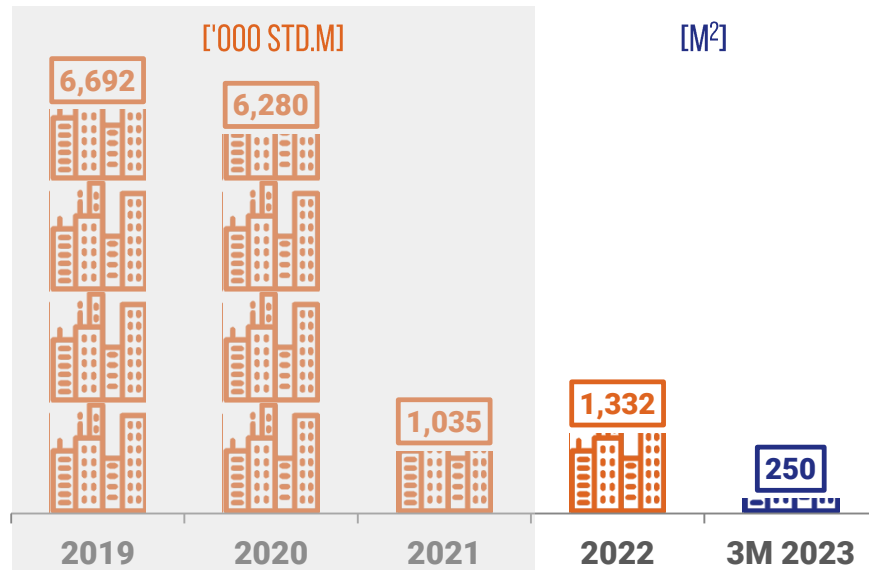
Prospect

- In 2022 sales of motor vehicles increased by 18.1% thus reaching approximately 1.05 million units, surpassing initial expected sales of 950,000 unit ⁽¹⁾.
- To further improve its performance, BA plans to tap into passenger vehicle market which contributed up to 75% of domestic market share in 2022⁽¹⁾.

(1) GAIKINDO

BAKRIE BUILDING INDUSTRIES

SALES VOLUME



*not including sales from distribution and logistic services

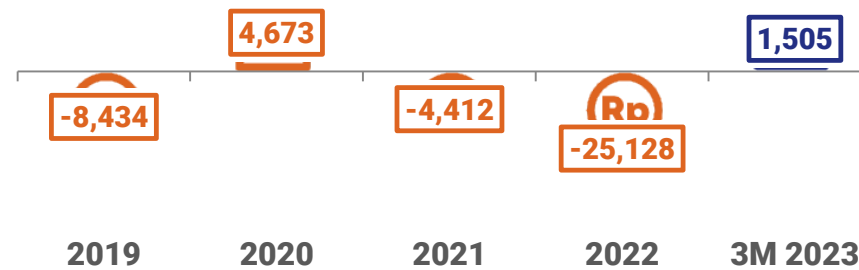
Product

- Prefabricated house products and distribution and logistics services.
- Both product and service lines were initiated in 2018 in order to transform BBI's business from manufacturing to service provider by adhering to BBI's experience in the building materials industry.

Performance

- Sales volume has changed units to square meters (m²) as BBI's business shifts from manufacturing to service provider starting in 2022..

EBITDA [MILLION RUPIAH]



Prospect

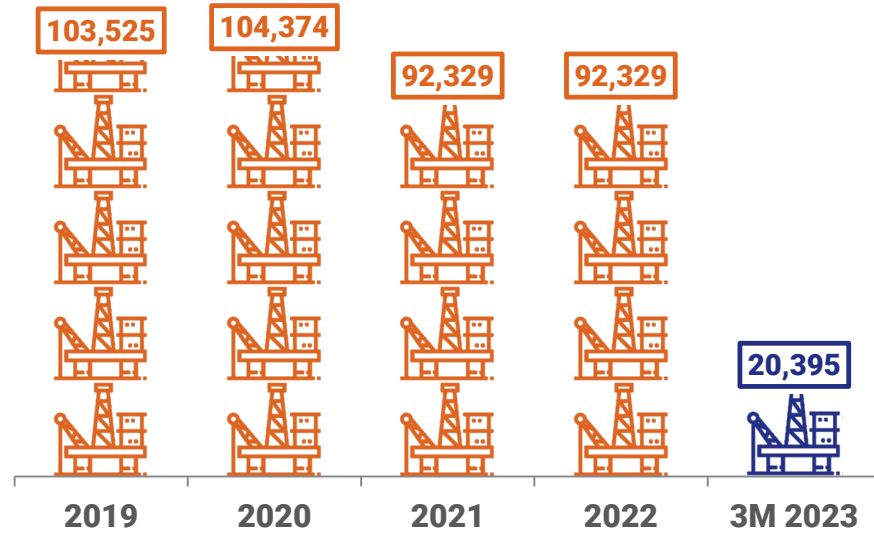
- In 2022 growth rate of property loans (for house and apartment) was 8%⁽¹⁾, indicating stable demand in property sector despite the pandemic.
- Housing construction is expected to continue to increase in line with the continuation of the community housing program and the budget allocation for the Director General of Housing of the Ministry of Public Works and Public Housing of Rp 6.98 trillion in 2023.

(1) Bank Indonesia

BAKRIE METAL INDUSTRIES

STEEL STRUCTURE FABRICATION & STEEL PIPES MANUFACTURING

SALES VOLUME [METRIC TON]



*tidak menampilkan produksi struktur pipa baja sektor migas yang diperhitungkan dengan satuan man-hour

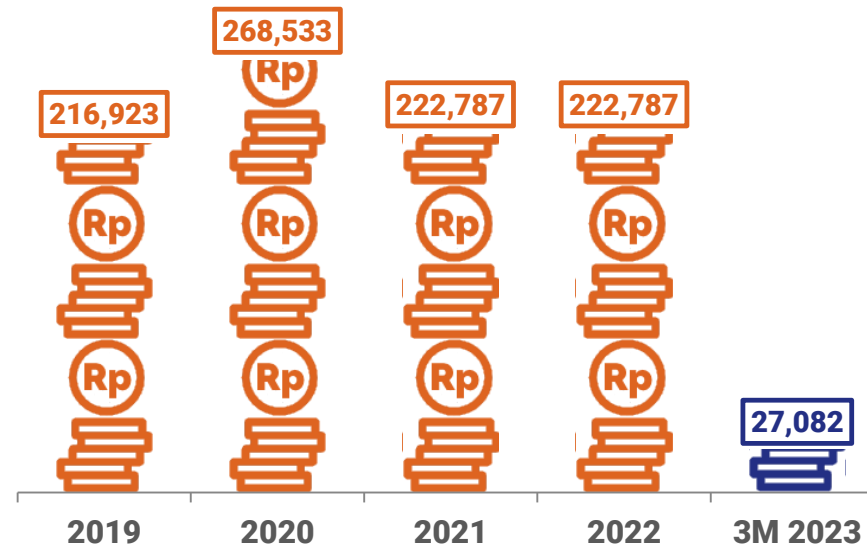
Product

- 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 66% in oil & gas sector and 34% in non-oil & gas.

Performance

- Sales volumes began to increase in 2022 as the oil and gas and construction markets resume after the pandemic.

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
- Realization of infrastructure expenditure in 2021 reached Rp373.1 trillion. While for year 2023 the Government allocated Rp 391.7 trillion for infrastructure expenditure. ⁽¹⁾

(1) Ministry of Finance Indonesia





GROWTH STRATEGY



ELECTR

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.

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. Up until June 30, 2022, average number of vehicles passing through Section I reached 32,453 vehicles per day.
- Phase II has reached 89% land clearance and 72% construction completion, with complete construction targeted in 2023.



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.
- Started development of IoT business.





APPENDIX

8 DECADES OF BUSINESS VENTURE

1942 – 1962

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

1973 – 1989

- Expanding the company's business field to steel structure construction, metal fabrication and other infrastructure projects.
- Establishment of PT Bakrie Building Industries.
- Establishment of PT Bakrie Tosanjaya which later changed its name to PT Bakrie Autoparts (BA)).
- IPO of PT Bakrie & Brothers ("BNBR").

1990 - 1996

- Bakrie Pipe Industries became the first Indonesian company to receive an ISO 9002 certificate.
- Obtaining a fixed wireless service operating license.

2002 - 2003

- SEAPI's main participation in the gas transmigration pipeline project of PT Perusahaan Gas Negara.

2004 - 2006

- Conducting pre-emptive rights (HMETD) or Right issue of Rp 1.9 trillion to restructure debt in pipe companies, invest in telecommunications business, re-acquire Bakrie Sumatera Plantations (BSP) and increase working capital.
- Won the tender for the Kalimantan-Java gas pipeline worth US\$ 1.26 billion.

2007 - 2008

- The Plus-Bakrie-Global consortium won the Cimanggis-Cibitung toll road tender worth Rp 3.2 trillion.
- Right issue of Rp40.1 trillion, issuance of warrants of Rp2.9 trillion.
- Establishment of PT Bakrie Indo Infrastructure (BIIN).
- Transformation of PT Bakrie Corrugated Metal Indonesia (BCMI) into PT Bakrie Metal Industries (BMI).

2009 - 2010

- Establishment of Bakrie Energy International, which is engaged in the fuel business, as a cash generating investment.
- SPA signing with Vallar, UK - worth US\$844 million.

2011 - 2012

- BNBR completed revitalization, including quasi reorganization.
- The Bakrie Group formed a strategic partnership with BORN and reduced debt by US\$ 1 billion.
- The signing of the Gas Transportation Agreement (GTA) for the Kepodang-Tambak Lorok segment.

2013 – 2015

- The Kalija - 1 infrastructure project was completed in 2015 and began operating in 2016.
- The Cimanggis-Cibitung toll road infrastructure project began.

2016 – 2017

- The Cimanggis-Cibitung Toll Road Project continues the land acquisition and completes phase 1 construction.
- The first phase of the Kalija project is fully operational. Gas transportation operates according to the GTA.

2018 – 2021

- The signing of a memorandum of understanding with BYD Auto China for the development of the electric vehicle industry in Indonesia.
- Signing of a memorandum of understanding with China Railway International Group.
- Debt restructuring to creditors done through Non Preemptive Rights Issue (NPR).
- The Bakrie - BYD electric bus has passed all tests and started to be operated by Trans Jakarta.

2022 – 2023

- Invested in 3D printing construction technology by forming a Joint Venture between Bakrie & Brothers (Modula) and COBOD international.

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