



MANAGEMENT PRESENTATION 6M26

PT BAKRIE & BROTHERS TBK (IDX: BNBR)



June 2026

Management Presentation

6M26



Business Overview
PT Bakrie & Brothers Tbk



Recent Update



Financial Performance

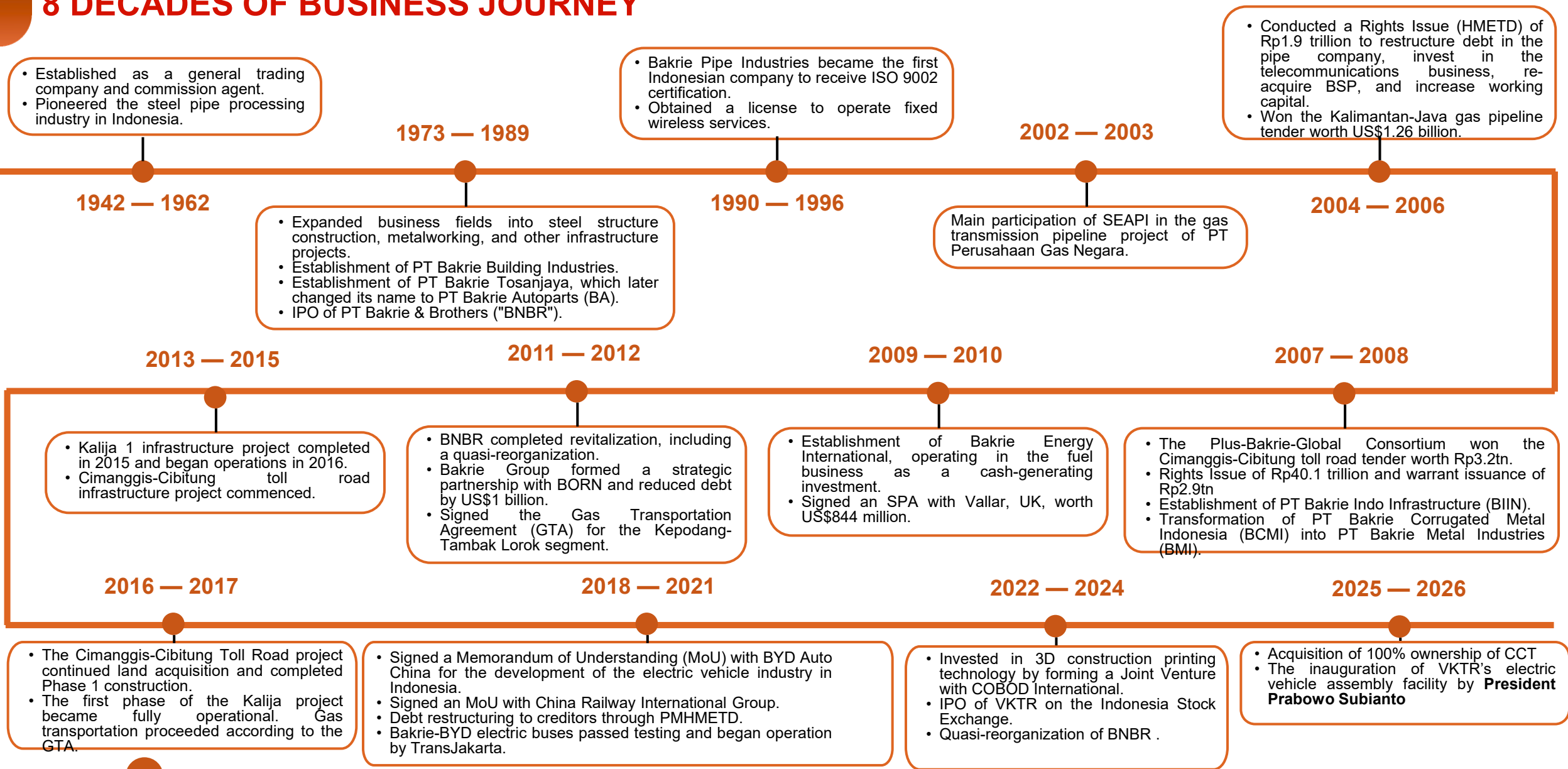


Growth Strategy



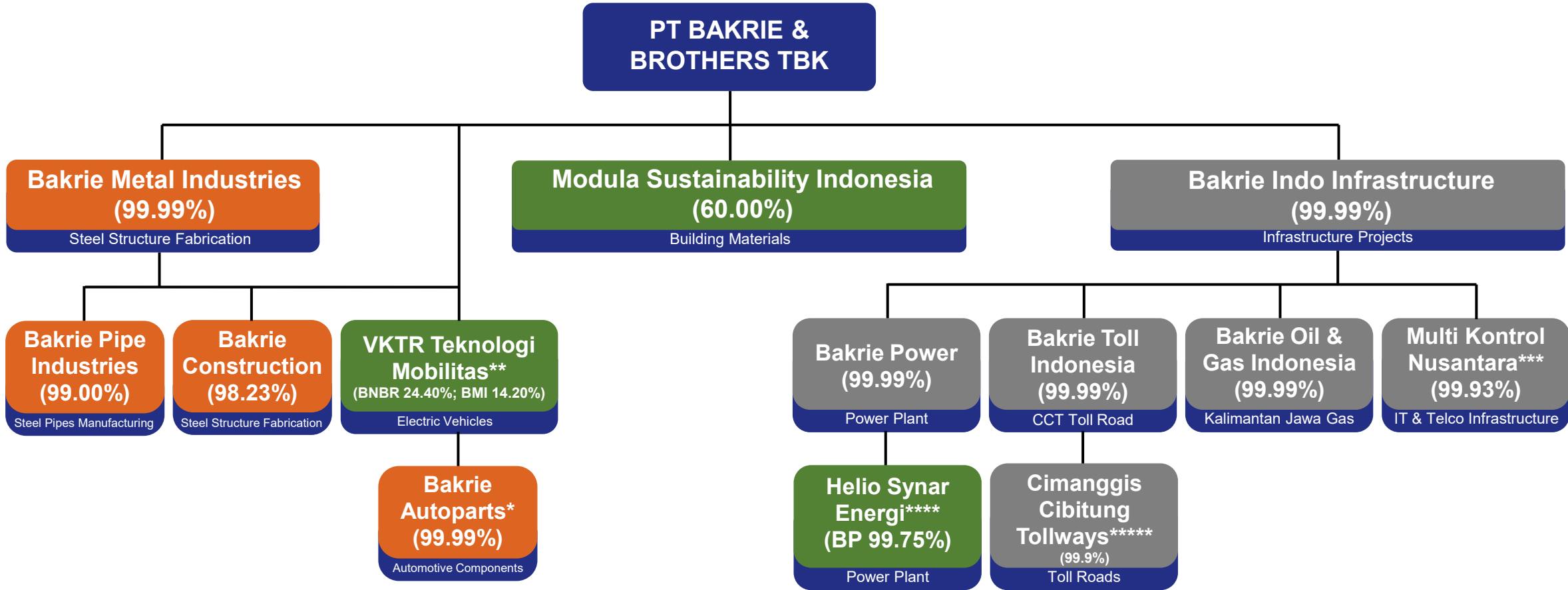
Strategic Initiatives

8 DECADES OF BUSINESS JOURNEY



Business Overview

COMPANY STRUCTURE



* consolidated into VKTR since December 23, 2022
** consolidated into BNBR since June 30, 2022
*** consolidated into BIIN since December 26, 2018
**** consolidated into BP since January 26, 2021
***** consolidated into BTI since November 28, 2025

 Manufacturing Company
 Infrastructure Company
 Green Company

VKTR



Partnered with BYD Auto and launched electric buses during the IMF event in Bali in 2018. Successfully conducted an Initial Public Offering (IPO) on the Indonesia Stock Exchange in June 2023.

Successfully sold

165 electric bus
24 electric trucks
13 electric forklifts
5 electric Transporter

Target and Commitment

Supporting the green energy transition through the development of Net-Zero-Emission transportation.

HELIO SYNAR ENERGI



Possesses power plant development capacity and is currently developing various power plants based on new and renewable energy.

Successfully developed solar power plants for:



Target and Commitment

Facilitating customers' energy transition with renewable energy solutions, electric vehicle charging, and energy efficiency.

BAKRIE AUTOPARTS



A pioneer in **Grey & Ductile Casting Iron** products for OEM automotive components in Indonesia.

A major supplier of automotive components for commercial vehicles such as:



Target and Commitment

Planning expansion into the passenger vehicle market and assembly components to grow the business.

BAKRIE METAL INDUSTRIES



Experienced in steel fabrication and civil engineering across various sectors.

Has built over **26 km** of bridges and manages large EPC (Engineering, Procurement, and Construction) projects for **offshore and onshore** facilities.

Holds a significant portion of the domestic pipe market with several renowned oil and gas clients.

Between 2017 — 2020, **one out of three** new power poles in Indonesia was produced by a BMI subsidiary.

BAKRIE INDO INFRASTRUCTURE



Bakrie Oil & Gas Infrastructure has the capacity for gas pipeline infrastructure development and operates

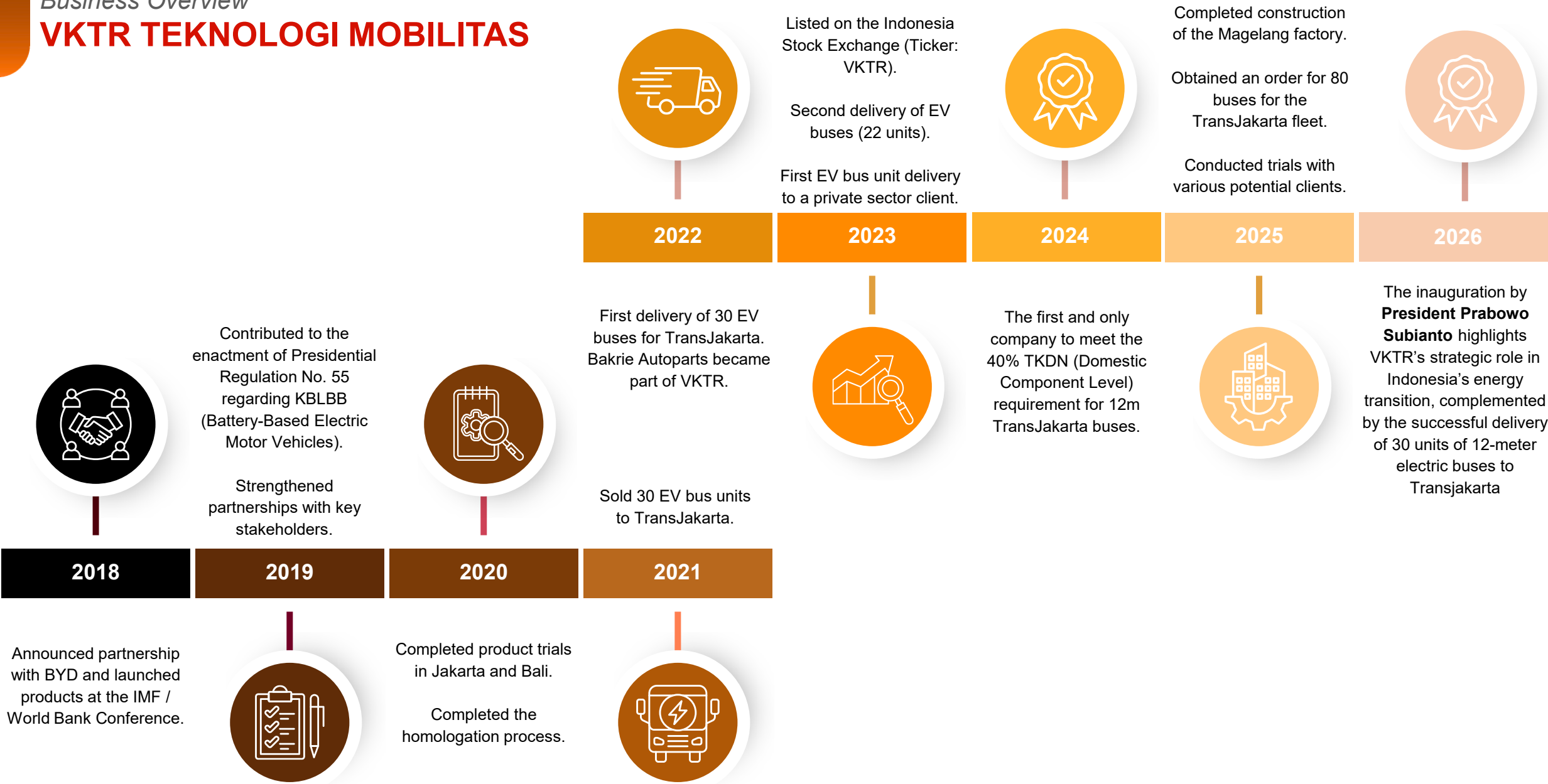
200 km of offshore gas pipelines.

Bakrie Toll Indonesia has the capacity for toll road development and operates **26 km** of toll roads.

Multi Kontrol Indonesia has the capacity for infrastructure development in the field of information and communication technology.

Business Overview

VKTR TEKNOLOGI MOBILITAS



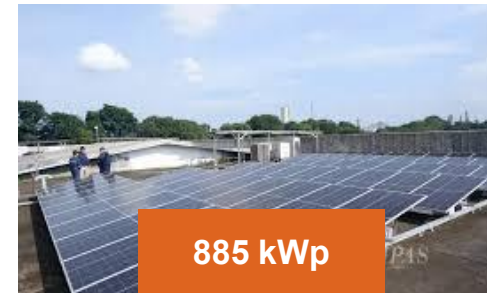
Solar PV Business



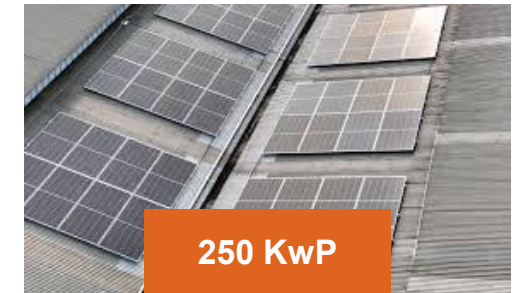
West Solot (Nusa Tenggara Timur)



Selayar (Sulawesi Selatan)



Migas Company (Sumatera Selatan)



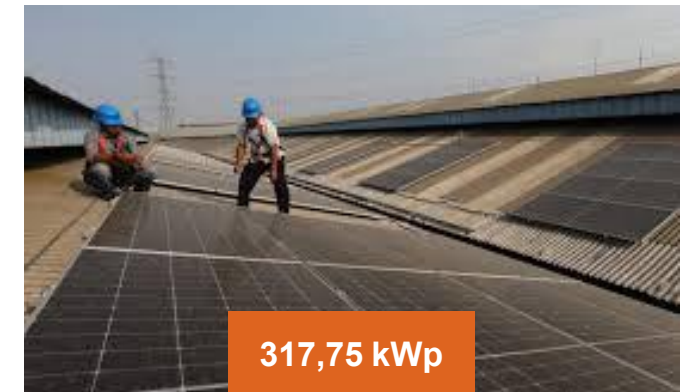
Nule (Nusa Tenggara Timur)



Kei Besar (Maluku)



PT Bakrie Pipe Industries (Bekasi)



PT Braja Mukti Cakra (Bekasi)

EV Charging Business



Pool Operator TransJakarta (Sinarjaya)



Riau Andalan Pulp & Paper (Sumatera)



Bakrie Tower (Jakarta)



Soekarno Hatta Airport (Jakarta)



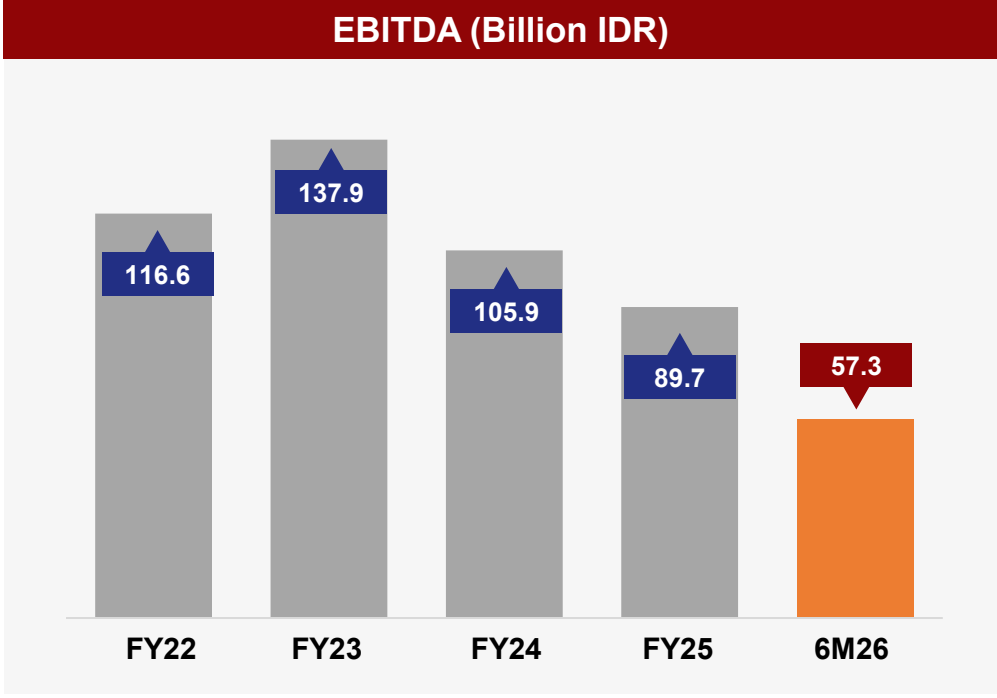
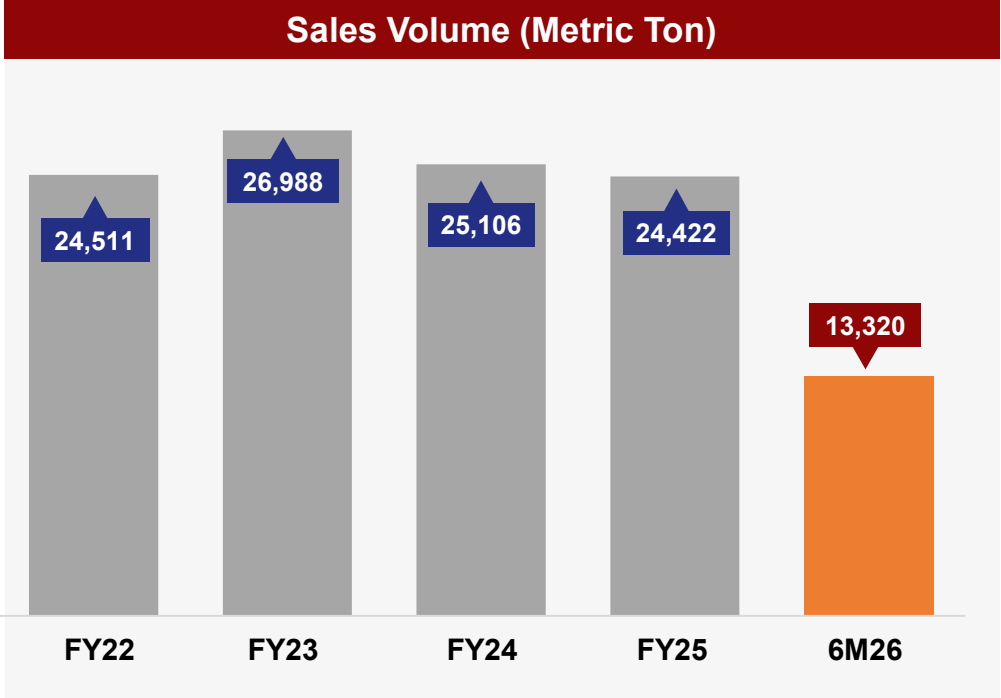
HM Sampoerna (Surabaya)



UGM (Yogyakarta)



Brantas Abipraya & PUPR (IKN)



Product

- OEM supplier for automotive components.
- Sales composition consists of 87% automotive components and 13% general casting.

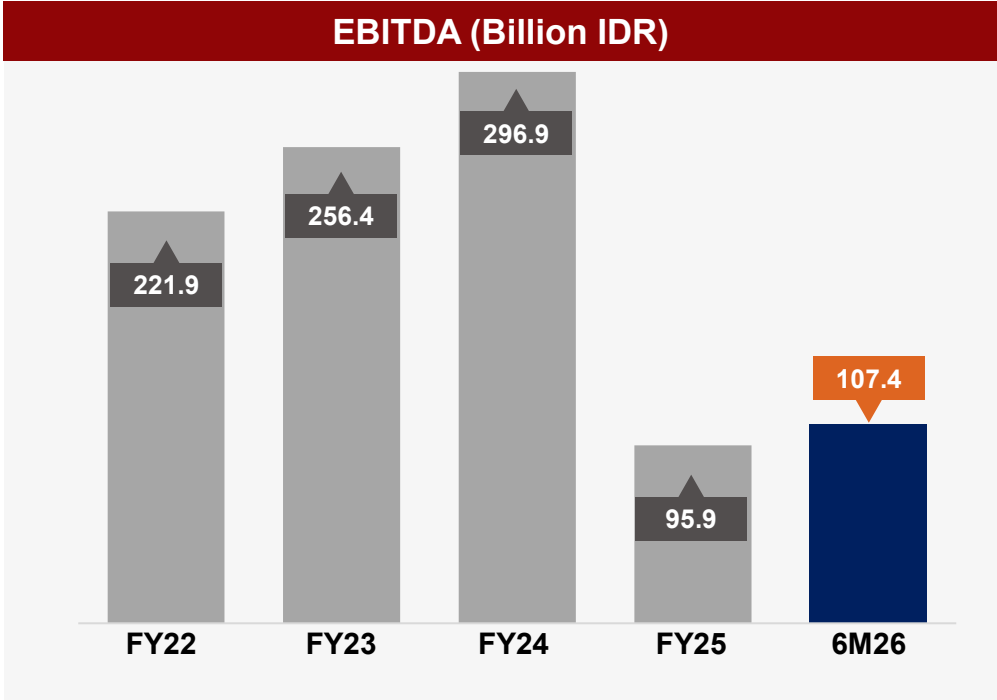
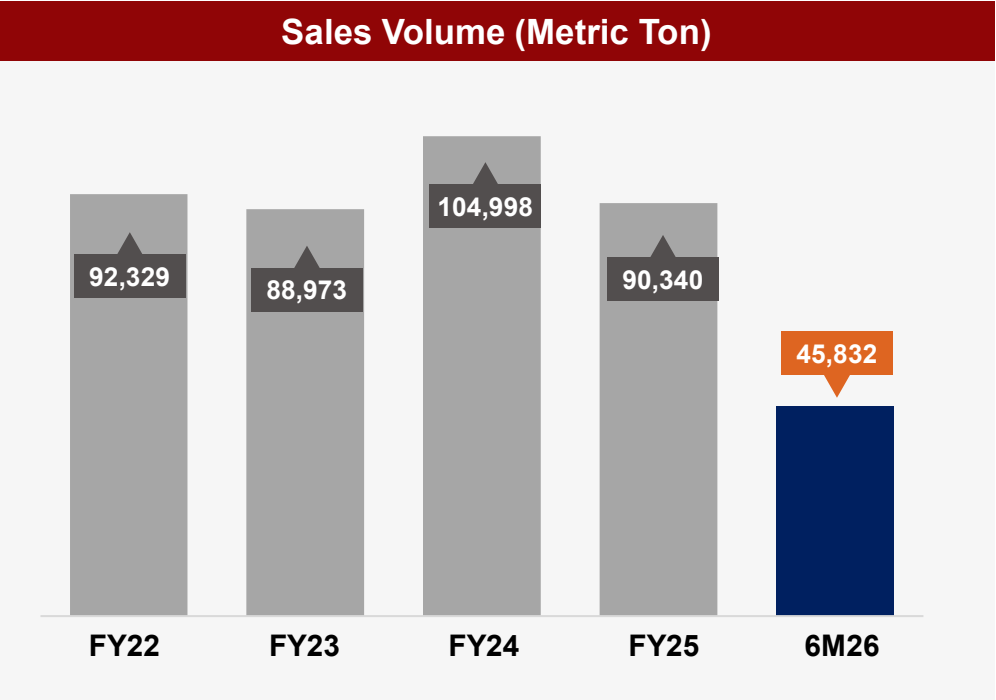
Performance

- Sales volume showed a downward trend in 2025, estimated to be the impact of declining consumer purchasing power and uncertainty regarding automotive incentive policies.
- BA (the company) is striving to add product variants with higher-margin automotive components and continues to develop the general casting market.

Prospect

- Based on GAIKINDO sales data for June 2026, motor vehicle sales reached approximately 437 thousand units, higher +15.9% than the approximately 377 thousand units recorded in the same period of 2025.
- To drive further growth, BA intends to expand into the passenger vehicle segment, which represented 76% of the total domestic automotive market in 2025. (Gaikindo).

BAKRIE METAL INDUSTRIES



Product

- Steel construction services, EPC (Engineering, Procurement, and Construction), and manufacturer of steel pipes with diameters ranging from 0.5 in – 48 in.
- The sales composition of products and services consists of 35% oil and gas sector and 65% non-oil and gas sector.

Performance

- Sales volume has remained relatively stable post-pandemic by maintaining opportunities in the infrastructure and oil and gas sectors.

Prospect

- The World Bank estimates that energy commodity prices, particularly oil and gas, will remain stable and increase gradually through the year 2030.
- Deeper penetration into the non-oil and gas market is linked to the surge in the infrastructure sector, while continuing to develop the oil and gas market.
- The realization of infrastructure spending in 2025 reached IDR 343.7 trillion. Meanwhile, for 2026, the infrastructure spending allocation is budgeted at IDR 434.8 trillion (Ministry of Finance of Indonesia).

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Business Overview
PT Bakrie & Brothers Tbk



Recent Update



Financial Performance



Growth Strategy



Strategic Initiatives

ACQUISITION OF PT CIMANGGIS CIBITUNG TOLLWAYS (CCT)

PT Cimanggis Cibitung Tollways (CCT)



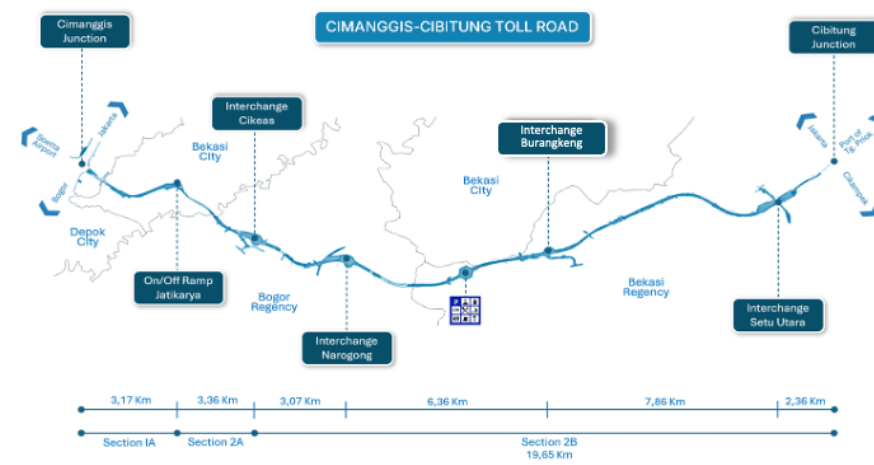
A business entity appointed by the Government as a Toll Road Business Entity (BUJT) with a length of **26.18 km**. This toll road is part of the JORR 2 (Jakarta Outer Ring Road 2) network, which has a total length of 110.8 km, circling from Cengkareng to Tanjung Priok.

Completing the JORR 2 Network

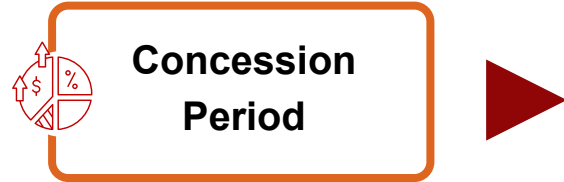
The Cimanggis-Cibitung Toll Road is the final section of the JORR 2 network, while also serving as a vital link between Soekarno-Hatta International Airport and the Port of Tanjung Priok.

An Attractive Alternative Route

The Cimanggis-Cibitung Toll Road provides an option for commuters from South Tangerang, Depok, and Bogor heading toward West Java (e.g., Bekasi, Cibitung, Cikarang) and vice versa without having to pass through the more congested Jakarta Inner City Toll Road.



CCT ACQUISITION - STRATEGIC VALUE OF THE PROJECT



45-Year Concession Period

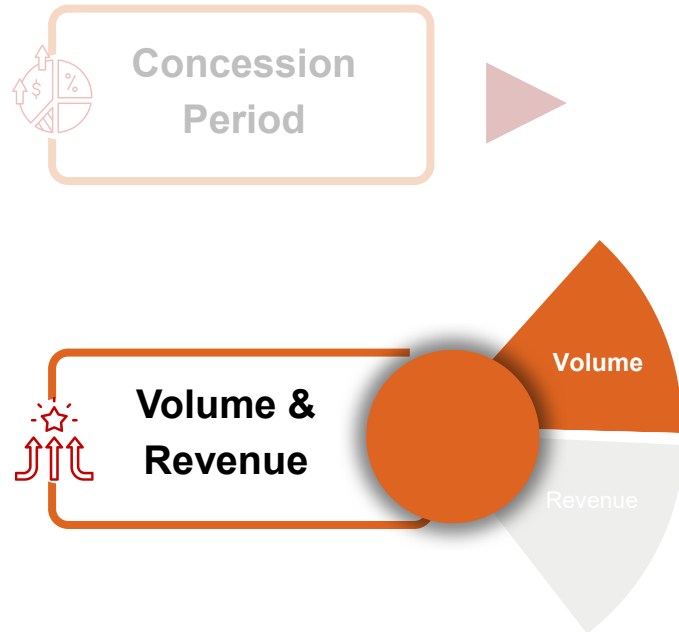
This section has been officially fully operational since July 2024, with a concession period valid until 2061 and the potential for a 5-year extension.



Burangkeng Interchange intersects with the Jakarta Japek South Toll Road

- At the Burangkeng Interchange (IC) location, there is Toll-to-Toll connectivity with the Jakarta Japek II South Toll Road. This is expected to increase vehicle flow, leading to higher toll revenue.
- The Jakarta Japek II South Toll Road (JJS) will connect JORR 1 (eastern part) to the Cipularang Toll Road in Purwakarta.

CCT ACQUISITION - STRATEGIC VALUE OF THE PROJECT



High Vehicle Traffic Volume

The location is surrounded by residential areas (Depok City, Bekasi City, Bogor Regency, and Bekasi Regency), and is dominated by private vehicles (Class I).

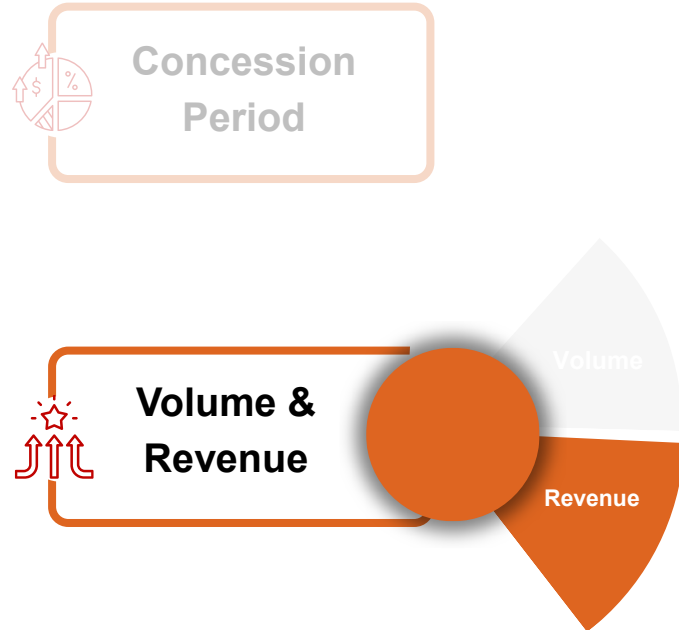
43,911
vehicles per day
*2026 8M average

- This figure is up to 3.25% higher than the RKAP (Company Budget and Business Plan) target.
- This achievement surpasses the performance of toll roads with similar characteristics, which only serve 24,000 – 26,000 vehicles per day.

Rp2.5 billion
revenue per day

- This realization is up to 3.02% higher compared to the RKAP target.
- Revenue is projected to continue increasing in line with rising traffic projections and a planned tariff increase in 2026.

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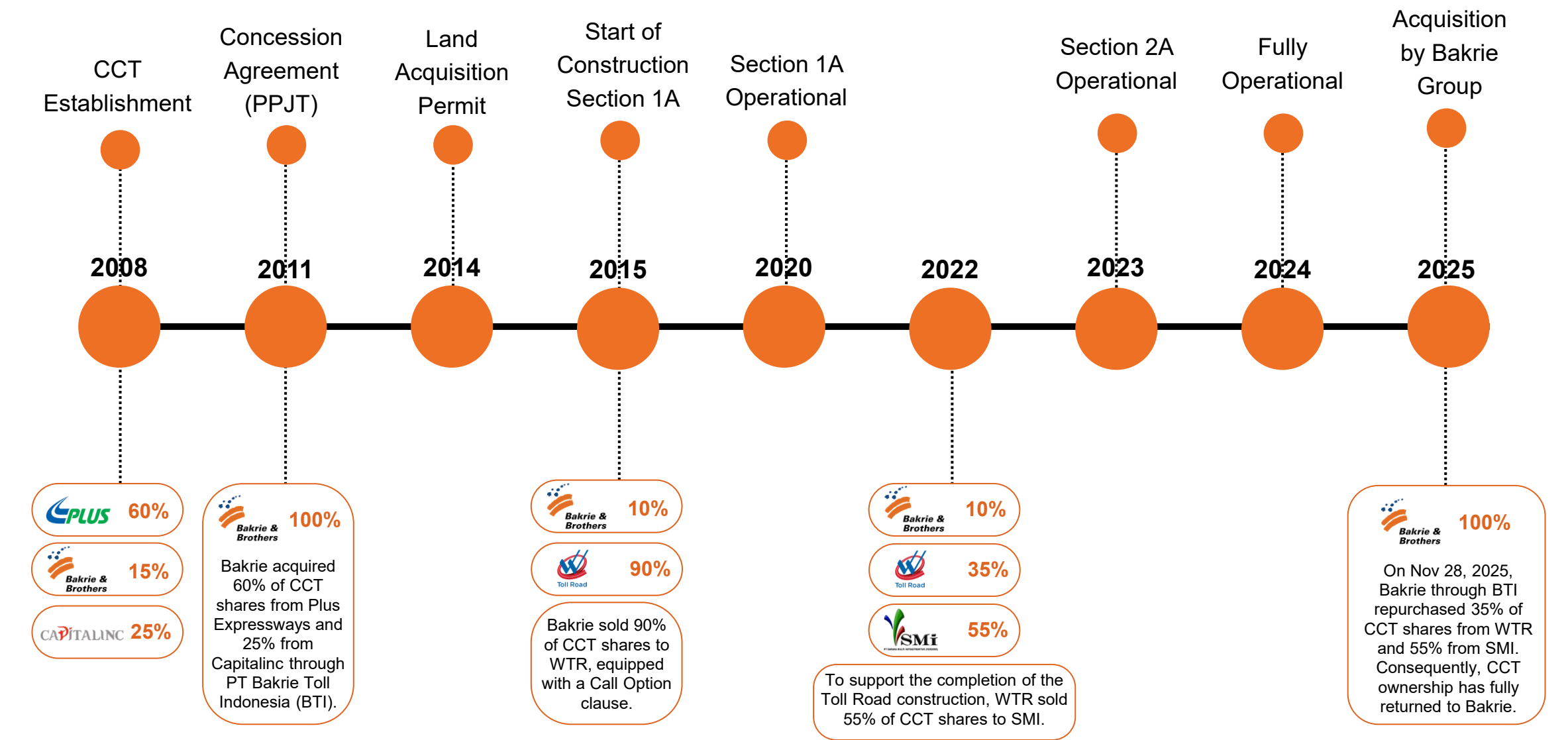
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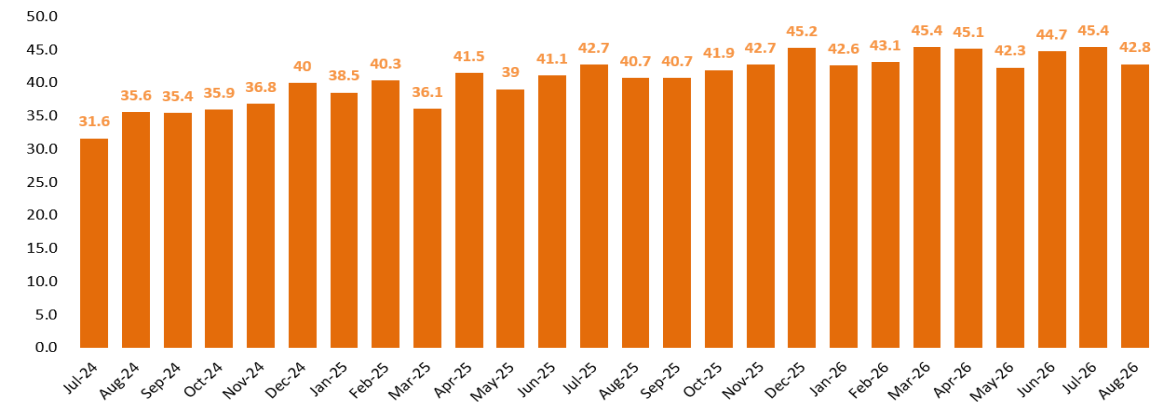
CIMANGGIS CIBITUNG TOLLWAYS (CCT) - MILESTONES



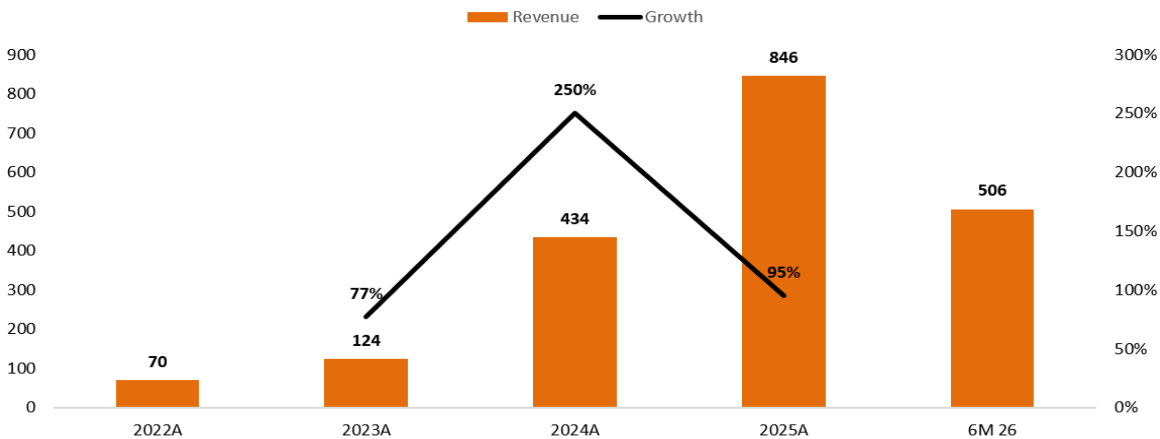
CCT - HISTORICAL PERFORMANCE

Monthly Weighted Average Traffic

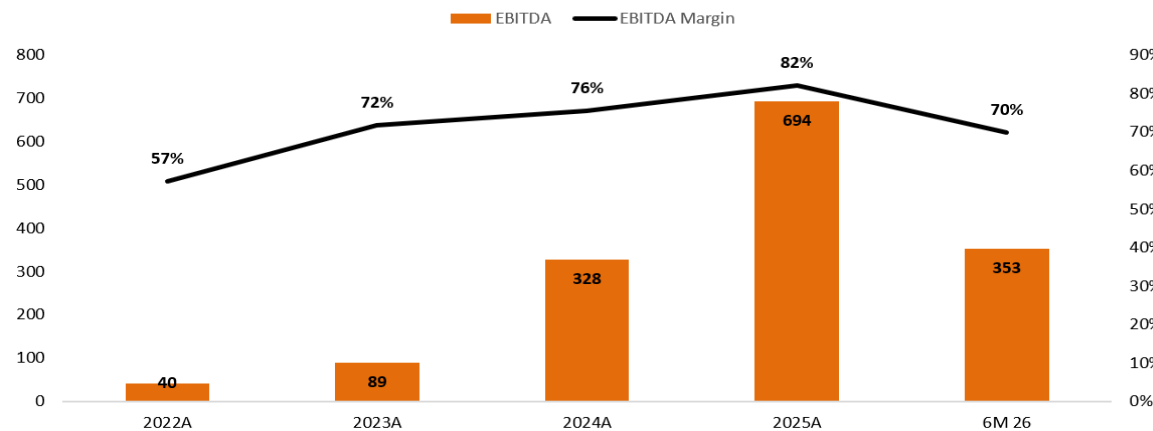
'000 Vehicles/Day



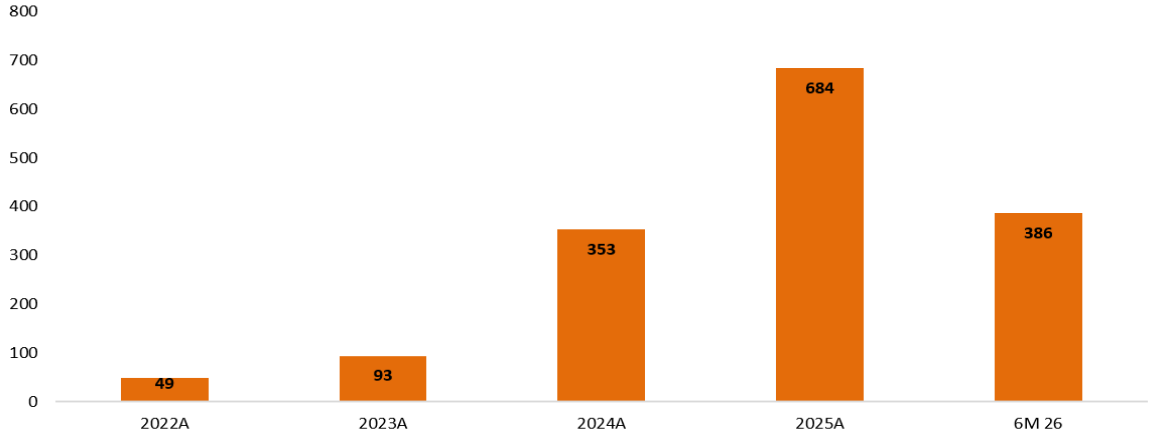
L4Y Revenue



L4Y EBITDA



L4Y Operating Cashflow



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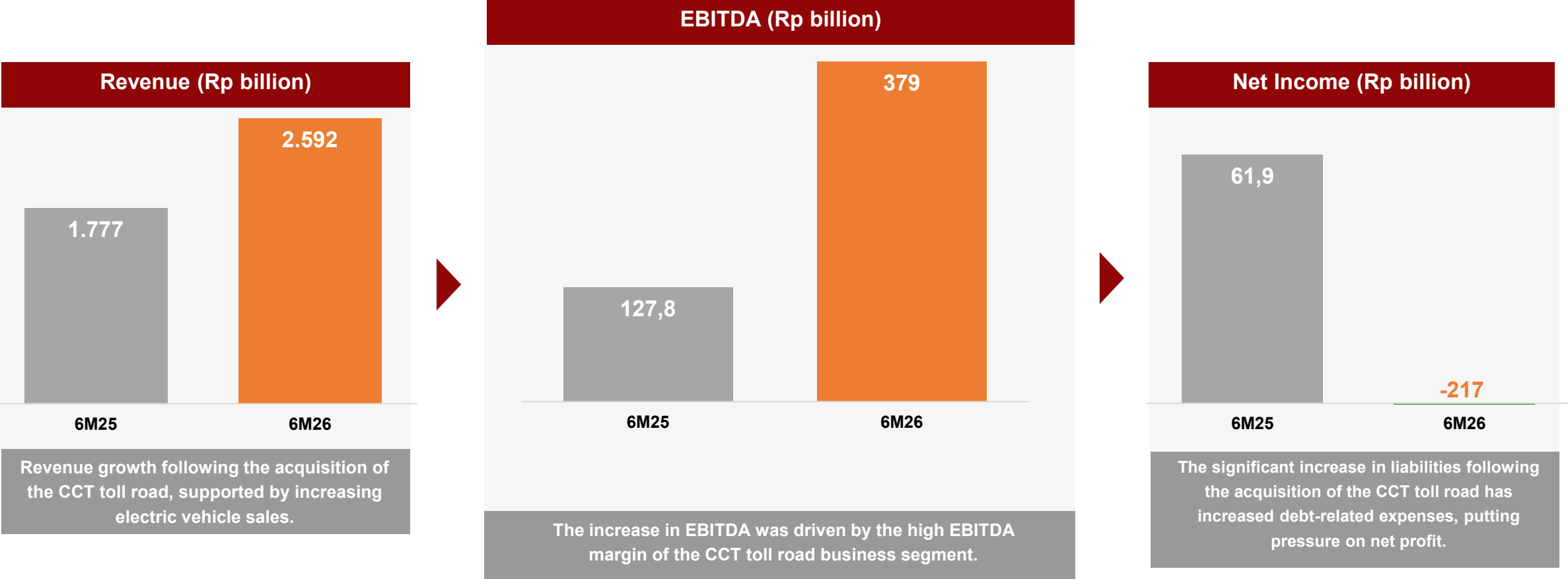
Growth Strategy

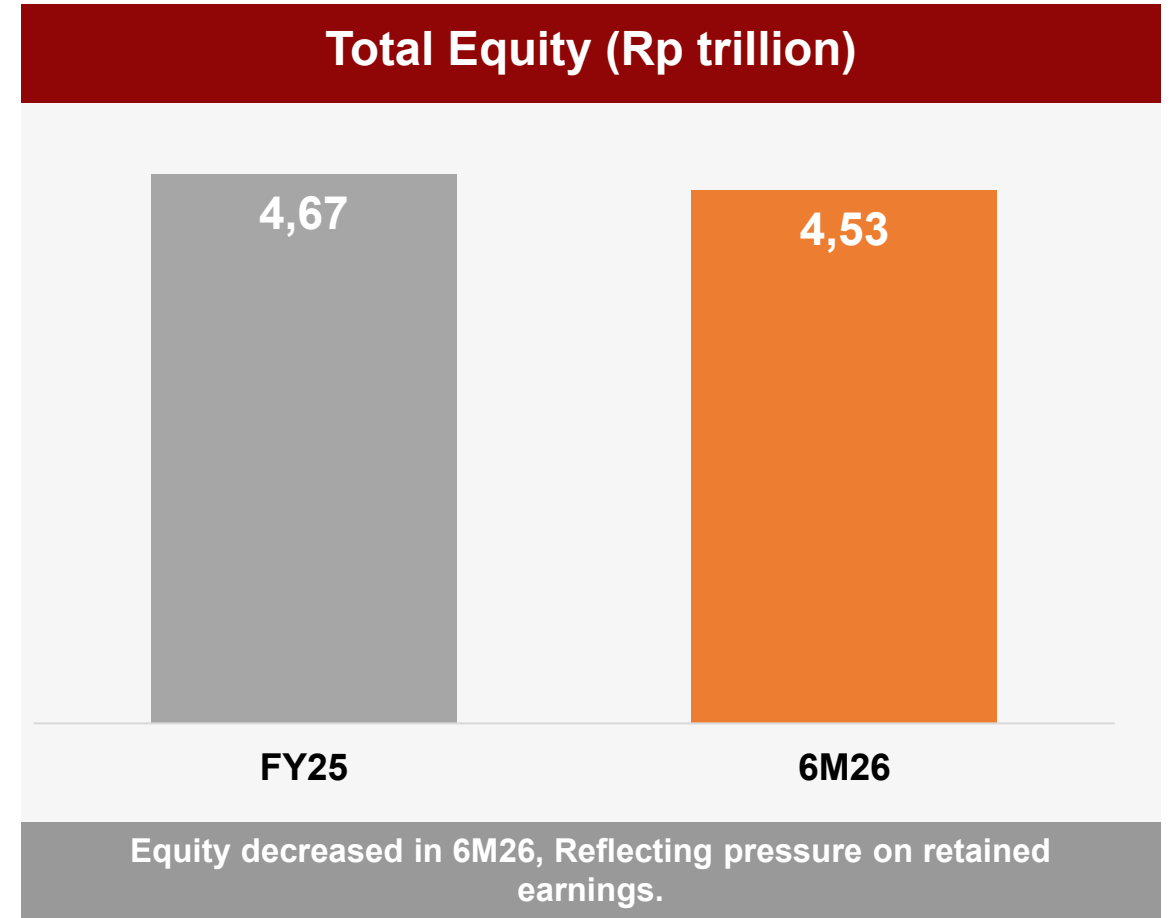
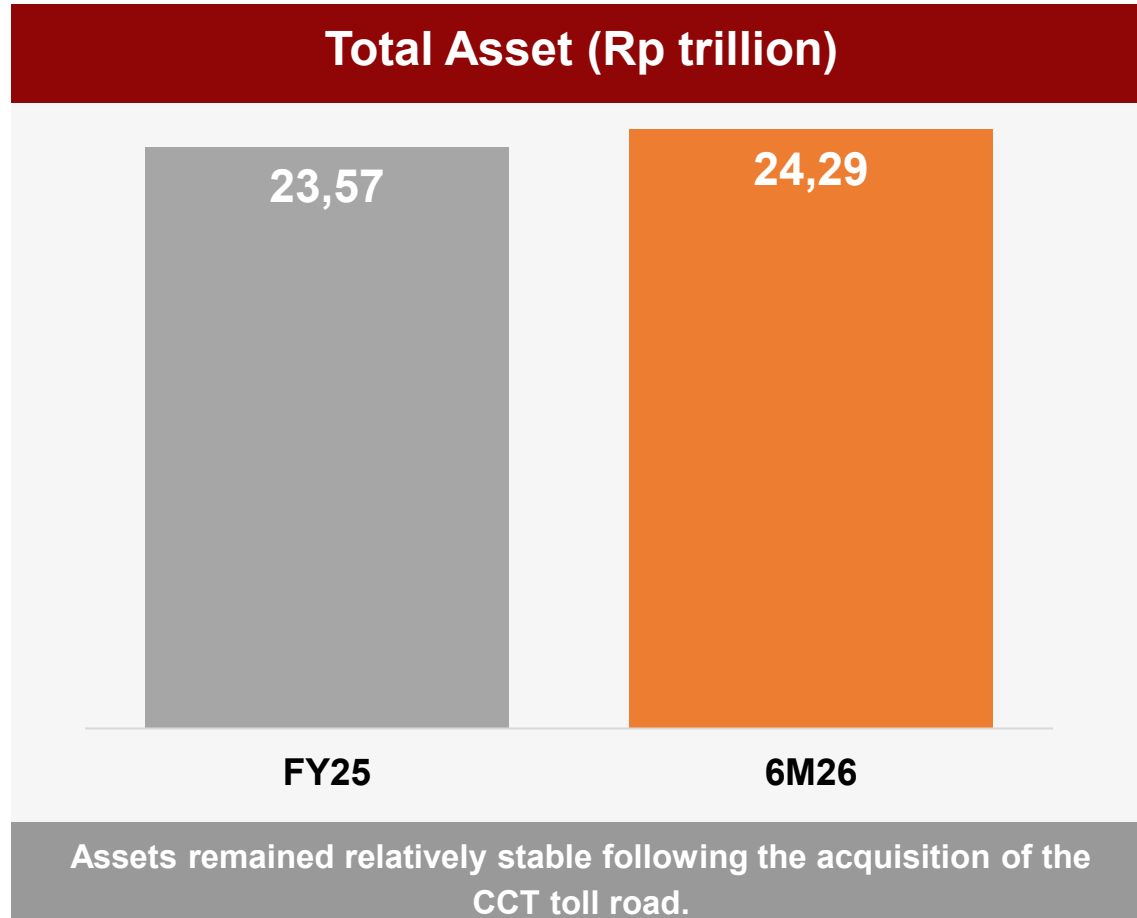


Strategic Initiatives

Financial Performance

INCOME STATEMENT - CONSOLIDATED





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Strategic Initiatives

BAKRIE AUTOPARTS

Increase in production capacity utilization.



Entry into the production of passenger vehicle components and the replacement parts (aftermarket) market.



Expansion of the non-automotive segment.

BAKRIE METAL INDUSTRIES**Capacity and Segment Enhancement**

- Capacity increase in the EPC sector. (Engineering, Procurement, and Construction).
- Expansion of the non-oil and gas construction segment, including bridge construction, sosrobahu (a rotating shoulder technique), and guardrails.
- Increasing non-oil and gas steel pipe capacity for national construction projects such as roads, power plants, and utility poles.



Revitalization of existing facilities to increase capacity and productivity.

Development and Construction

- Development of recurring income projects for the steel fabrication business, especially bridges.
- Construction of a jetty at the Lampung site for logistical efficiency.
- Development of integrated steel pipe production at the Lampung site.

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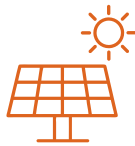


Strategic Initiatives

BAKRIE POWER / HELIO



Accelerating the transition from fossil fuel power plants to power plants using new and renewable energy.



Developing solar power plants at several BNBR factories and facilities, as well as other Bakrie group entities.



Development of charging stations for electric vehicles.

VKTR



Expanding the supply market for electric buses and other electric commercial vehicles to various local governments, government agencies, and the private sector.

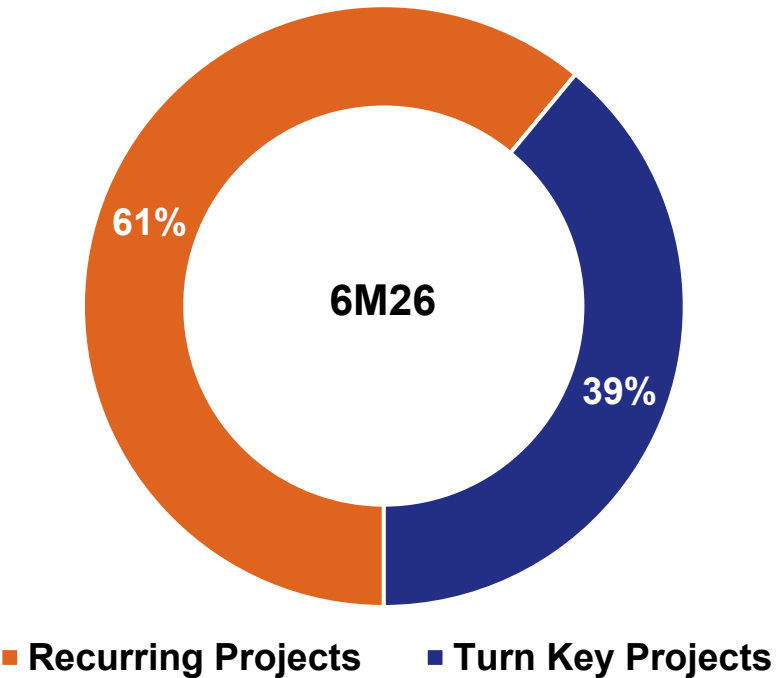
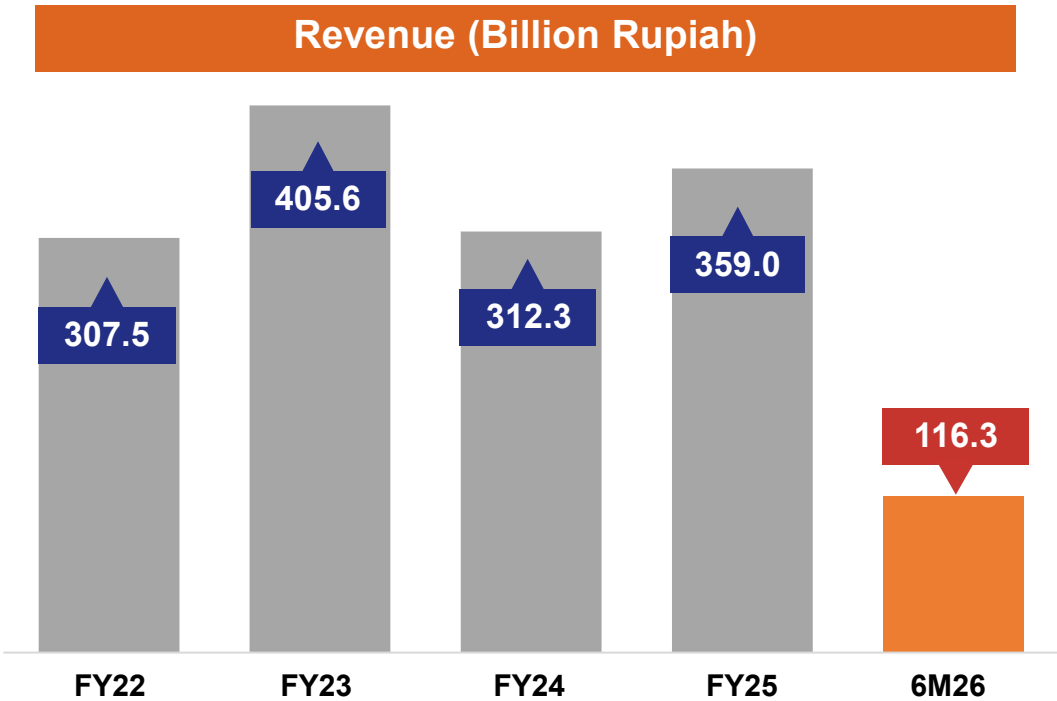


Strengthening its EV ecosystem through new product development, including electric trucks, innovative e-MaaS solutions, and increased production capacity to support growth.



Conducting research & development (R&D) to create breakthroughs in the field of electrification and supporting technologies for electric vehicles.

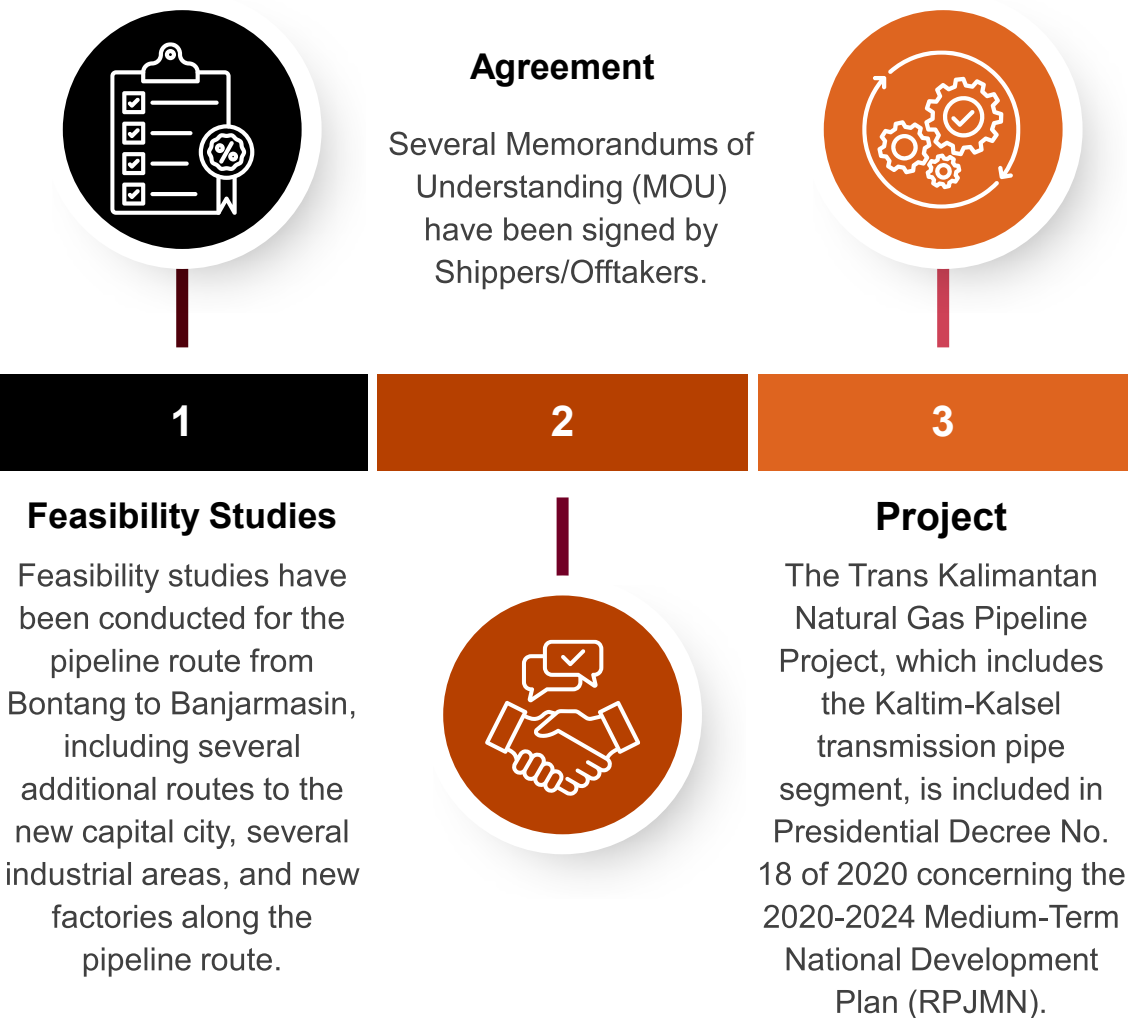
INFRASTRUCTURE PROJECTS - PT MULTI KONTROL NUSANTARA



- Contributing to the government programs for equitable internet connectivity in rural areas, urban outskirts, and 3T (Outermost, Foremost, and Disadvantaged) regions.
- Successfully built a fiber optic cable network spanning over 8,000 km and an FTTH (Fiber To The Home) network with a total of over 320,000 homepasses across Indonesia.
- Implementation of Internet of Things services in Java and Kalimantan.
- Developing applications based on Artificial Intelligence and Machine Learning technology to accelerate the availability of a more efficient and productive Digital Economy.

Strategic Initiatives

INFRASTRUCTURE PROJECTS - KALIJA PIPELINE



APPENDIX

Management Presentation

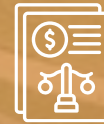
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**Bakrie &
Brothers**

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