





PERTAMINA STRATEGY & ENERGY TRANSITION

The 40 JCCP International Symposium

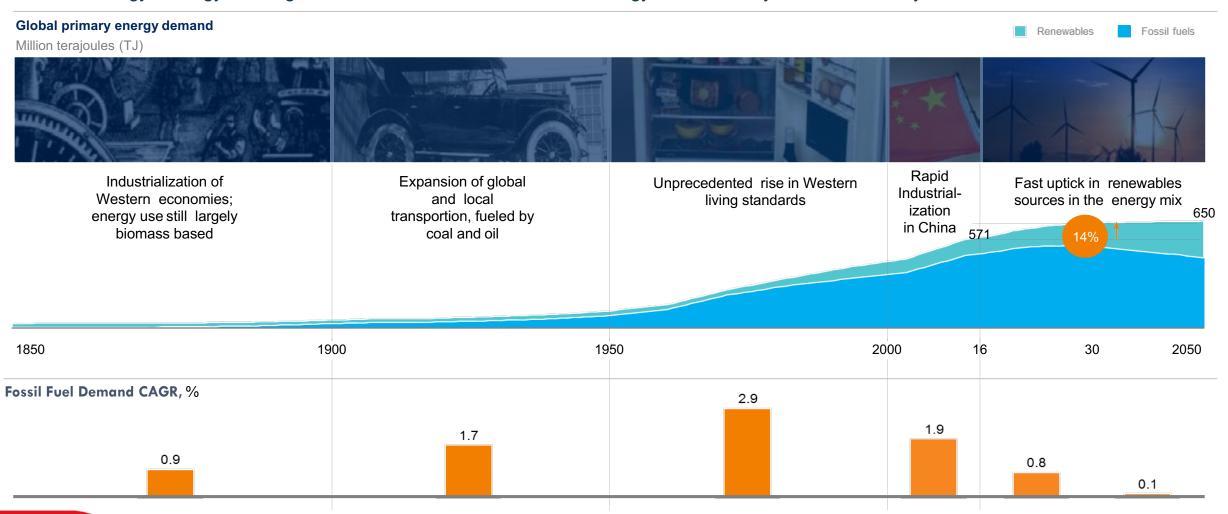
Rini Widiastuti - Vice President Organization Capability – PT Pertamina (Persero) Webinar, January 27, 2022



Global Megatrends in the Energy Sector



Global primary energy demand plateauing around 2030; primarily driven by the penetration of renewable energy sources into energy mix, National Energy Strategy has targeted to increase New & Renewable Energy mix of 23% by 2025 and 31% by 2050



Pertamina's Aspiration:

Global energy champion by US\$ 100 Billion Market Value

End to end fuel marketer with competitive refinery,

supply chain backbone

petrochemical and

Pertamina is prioritizing key corporate initiatives





Integrating value chain from resources to downstream including power

Upstream

Upstream Leading E&P company, 10 R/P ratio

Geothermal Leading geothermal capacity with 1-2 GW of capacity

Gas Integrated gas portfolio, downstream product innovation, global LNG presence

Power Leading IPP company, 5+ GW in gas & geothermal power capacity, leader in renewable energy

Refining & Petchem

Refining Leading refining player in SE Asia, Zero incident rates; 1st quartile margins, reliability and operational efficiency, digitization at scale. Fulfill biofuels mandate

Petchem Indonesia's leading petrochemical company, USD 10bn revenue, ~10mn tons capacity

Logistics and Supply Chain 4.0

Logistic, Supply Chain, Infrastructure

Cost efficiency through supply chain optimization & digitalization (terminals, tankers, ports & trucks)

Accelerate infrastructure reliability and development

Supply Chain & Trading

Digitally enabled integrated supply chain, security of supply, leading in cost efficiency

Retail (B2C) **Marketing**

Go Retail Go Customer Go Digital

Corporate (B2B)

Domestic leader in IFM, Lubricants, Aviation, regionally competitive for exports, service and product innovations

Electric vehicles & storage

Leading battery manufacturer in Indonesia (in partnership with global leaders)



Pertamina Restructuring to accelerating the value growth of the





Holding Roles

- Drive and develop business portfolio and synergy across Pertamina Group
- Accelerate new business development
- Execute national mandates

Subholding Roles

- End to end business accountability and drive operational excellence
- Accelerate business development and capabilities across existing businesses
- Increase capability and flexibility in partnership and financing

6 Key Expected Outcomes

- Lean, agile and efficient organization
- Operational excellence, increased competitiveness and best-in-class capabilities within industry
- Acceleration of current and new businesses
- A Flexibility in partnership and financing
- Rejuvenated organization, talent, culture and mindset in line with world-class energy company
- Fulfilling nation-building mandate to reach national energy sovereignty



Pertamina Parenting Model



As a Holding, Pertamina will become a strategic – active Holding with key group optimisation decisions remaining at Holding

Gov. Model	Investment Holding	Strategic Holding	Active Holding	Operational Holding
	Portfolio Coordinator	Strategic Leader	Active Advisor	Key Manager
		PERTAMINA		
	"We want to know your results"	"We want to lead you in what you do"	"We want to closely guide you in what you do and how you do it"	"We will implement and manage what you do"

Business Process – Integrated Energy Company



Before restructuring all operations and businesses (other than Upstream) were in Holding, after restructuring operations and businesses were in Subholding.

