

PERTAMINA STRATEGY & ENERGY TRANSITION

The 40 JCCP International Symposium

Rini Widiastuti - Vice President Organization Capability – PT Pertamina (Persero)

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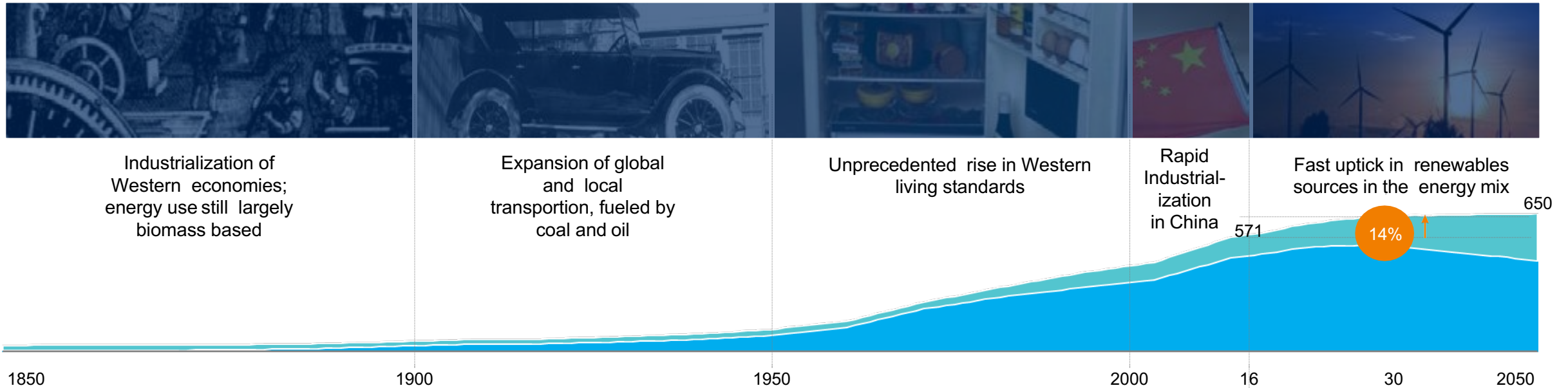
Energizing You

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

Global primary energy demand

Million terajoules (TJ)

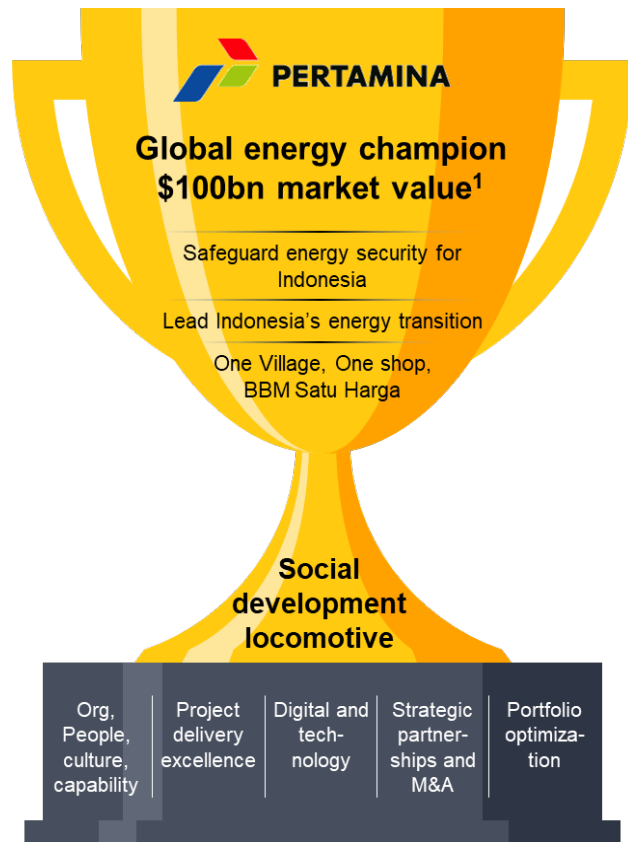


Fossil Fuel Demand CAGR, %

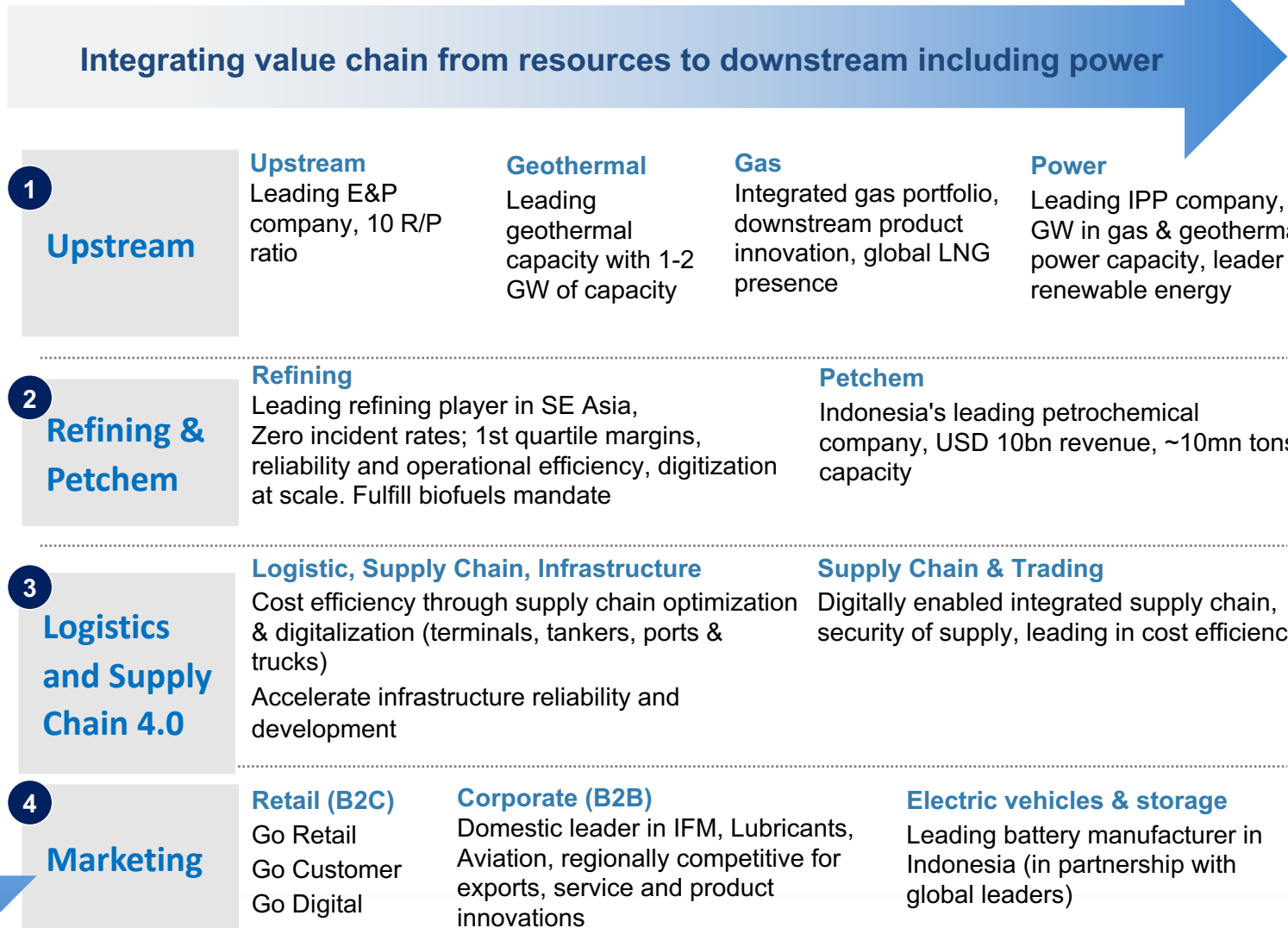


Pertamina's Aspiration: Global energy champion by US\$ 100 Billion Market Value

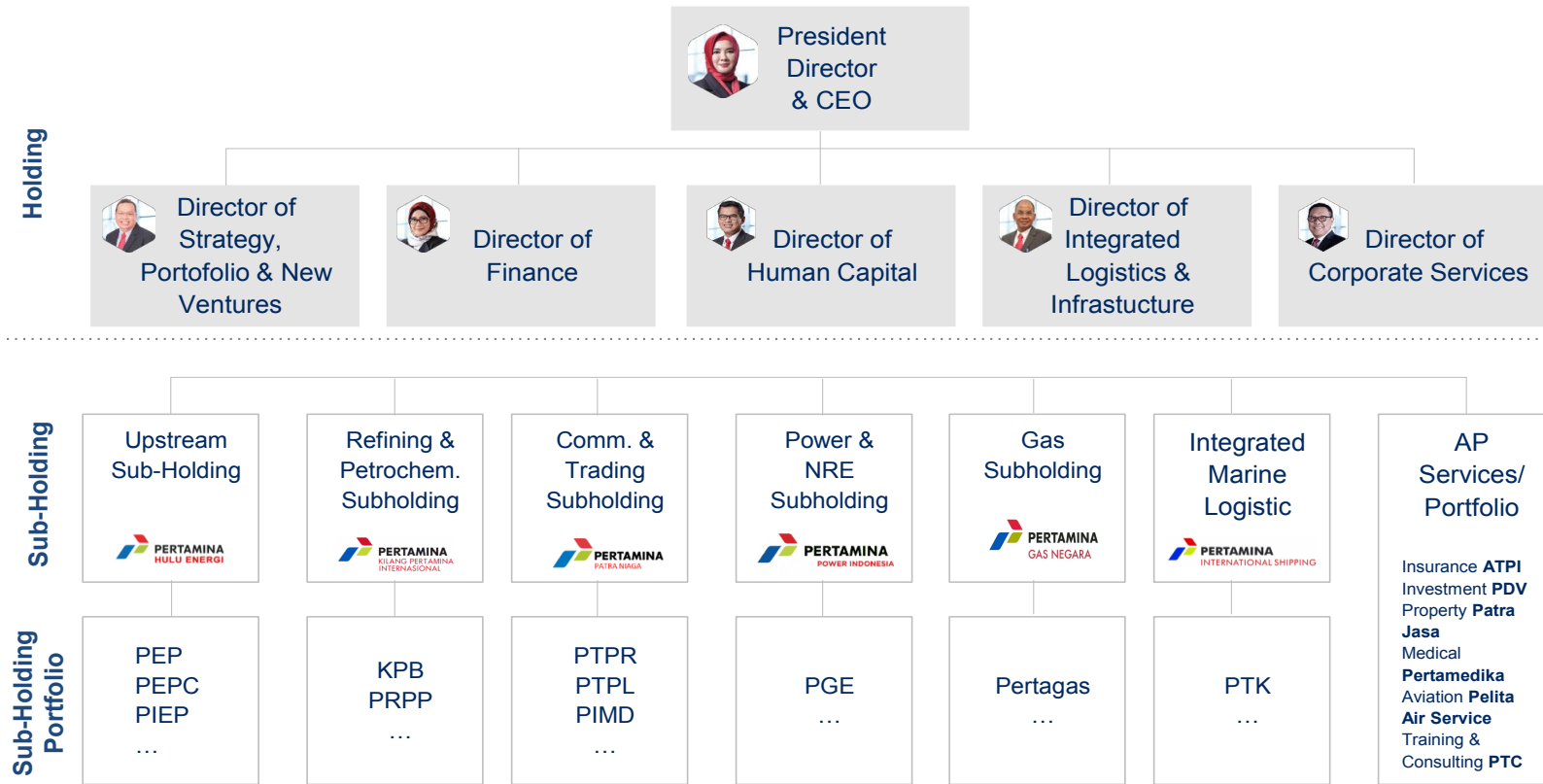
Pertamina is prioritizing key corporate initiatives



End to end fuel marketer with competitive refinery, petrochemical and supply chain backbone



Pertamina Restructuring to accelerating the value growth of the entire Pertamina group



6 Key Expected Outcomes

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

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**

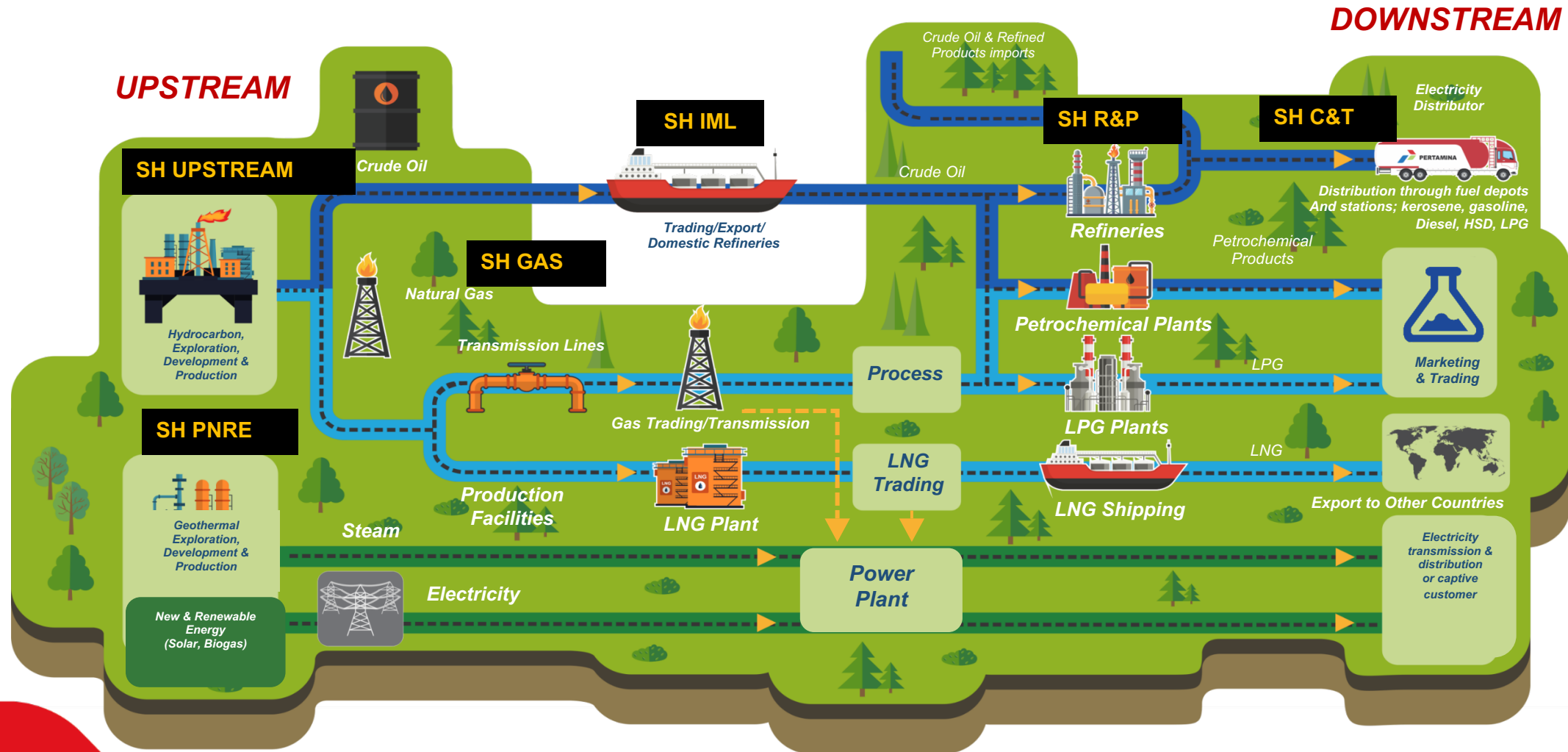
Pertamina Parenting Model

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



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.



Thank You

