

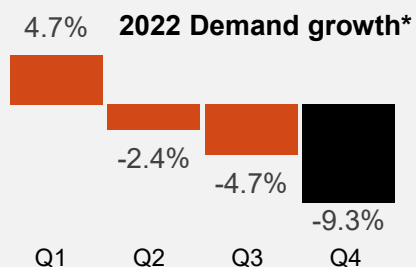
Optimizing Capabilities to Lead The Market
Earnings Call Full Year 2022 Audited Financial Report



SIG has continuously shown resilience during challenging time of increasing competition, slowing demand & rising coal price

Q4 2022 challenges intensified

Further contraction in Q4 2022 demand



▼ **4.8%**

FY-22 demand contraction

▲ **30.7%**

subsidized fuel price increase

▲ **48%**

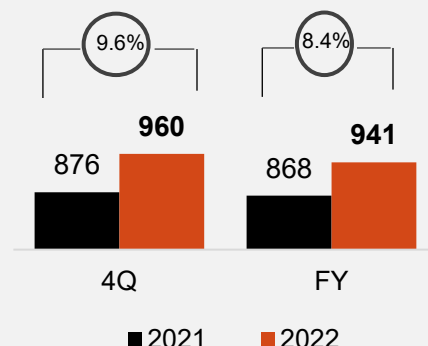
ytd coal market price increase in FY-22

Focus on 4 Main Strategies

Red Ocean

Multibrand & dynamic pricing

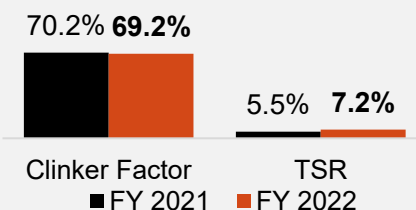
Blended ASP Domestic
(IDR thousand)



Operational Excellence

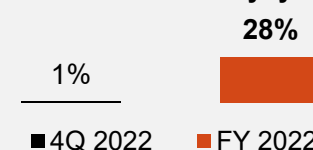
Improving production index

Clinker Factor & TSR (%)



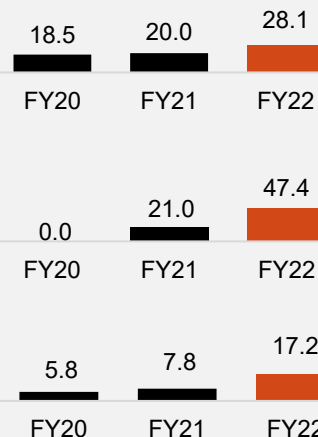
Securing coal supply at DMO price

Coal Price Increase yoy



Blue Ocean

Volume Trend



Ready mix

SpeedCrete| ThruCrete| Minimix
(thousand m³)

Mortar

(thousand tons)

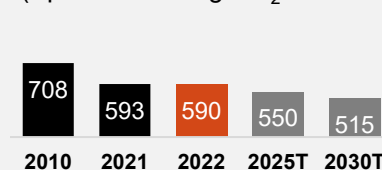
Masonry Volume

(thousand tons/month)

Decarbonization

Emission Intensity - Scope 1

(Specific Net - kg CO₂/ton cement eq)



CO₂ emission reduction

Amount

IDR 7,300 Bio

Interest Rate

0.3-0.4% lower

KPI

Scope 1 Carbon Emission

Sustainability linked loan

Improved Profit Amidst Challenges

FY 2022

IDR bio

2,047 **2,365**

FY 2021 FY 2022

15.5%
Increase in absolute net profit**

5.6% **6.5%**

FY 2021 FY 2022

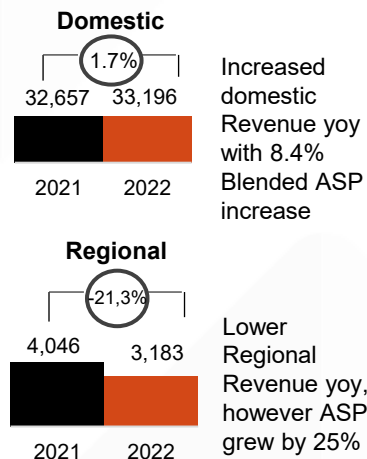
0.9%
Increase in net profit margin

*Demand growth based on ASI data, exclude Singa Merah

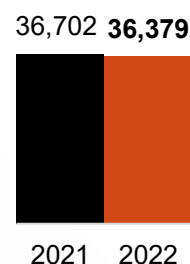
**attributed to owners of parent entity

On track to grow profitability by managing ASP, securing coal at DPO & continue improving operational excellence

(in IDR billion)



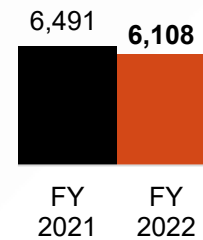
▼ **0.9%**
Change in Total Revenue yoy



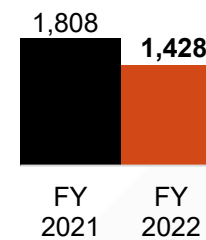
▲ **2.9%**
COGS increase



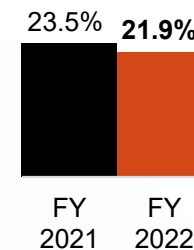
▼ **5.9%**
Lower operating expenses



▼ **21.0%**
Decrease in finance cost



▼ **1.6%**
EBITDA margin growth

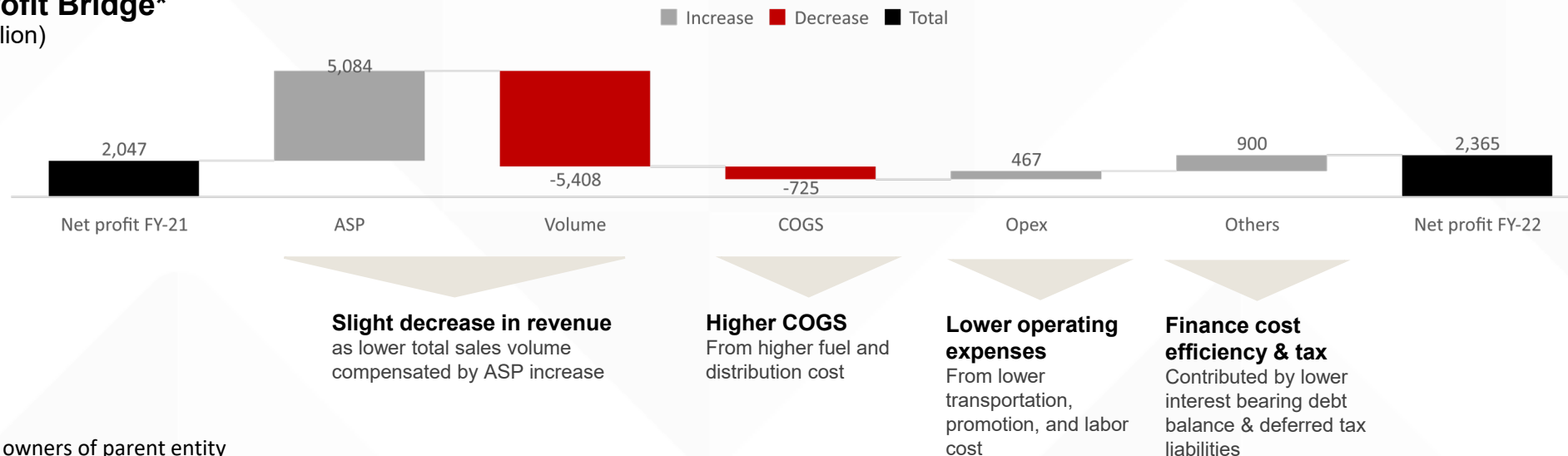


▲ **15.5%**
Improvement in net profit*



Net Profit Bridge*

(IDR billion)



*attributed to owners of parent entity

Strengthen the 4 main strategies to create more sustainable value

Revenue Optimization

Red Ocean “Optimize utilization”

Domestic market

Micromarket
strategy

Digital CRM
to gain better visibility on retail level

Bulk market
maintain leadership in strategic national projects

Maximize export market

Up to **8.5 mio ton**
Port capacity for export

Attractive price
▲ 25.5%
Increase in export price yoy (2022)

Blue Ocean “Expand the business”

Existing product & solution

Ready mix solution
Non-OPC bulk cement
Masonry
Mortar

Further invest in BM solution, including distribution & logistics

SIG wide operations
385 Distributors
>70,000 Retail stores

Cost Management

Operational Excellence

“Optimize production index”

Up to 11%
(2019-2030)
Clinker factor reduction

Coal index
reduction

SEEC
Specific Electrical Energy Consumption Reduction

STEC
Specific Thermal Energy Consumption Reduction

“Cargo consolidator”

~3,000 routes
~88% land and 12% sea routes

~9,800 trucks
~11% owned

Decarbonization

“Reduce emission”

AFR
▲ 20%
Thermal Substitution Rate 2030 Target

RDF
Tonasa & Tuban
RDF plant facilities

Solar Panel
▲ 572 MWp*
Solar Panel Rollout 2021-2030 Target

SMBR Integration

“Value creation”

Integrated functions & group policies:
✓ Sales & marketing
✓ Supply chain
✓ Procurement
✓ Finance
✓ Production
✓ Human Capital
✓ ICT

>1.7
IDR Tn

potential value creation in 5 years

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transformation towards carbon
economy”**



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PT Semen Indonesia (Persero) Tbk.

South Quarter, Tower A, Floor 19-20
Jl. RA. Kartini Kav. 8, Jakarta Selatan 12430, Indonesia