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# **Company Profile**



## Chandra Asri – Indonesia's leading and preferred petrochemical company

#### **Largest Integrated Petrochemical Producer in Indonesia**

- Largest integrated petrochemical producer in Indonesia and operates the country's only naphtha cracker, styrene monomer and butadiene plants
- Market leadership in highly attractive Indonesia and SE Asia petrochemical market
  - Market share of approximately 50%, 20%, and 27% of the domestic market (including imports) in olefin, polyethylene, and polypropylene, respectively
- Support from Barito Pacific Group and Siam Cement Group
- Vital National Object status
- Transformed in 2016 following the 4Q2015 Naphtha Cracker expansion and Furnace revamping in 2019, Production capacity increased by some 50% to Ethylene 900 KTA, Propylene 490 KTA, Py-Gas 418 KTA, and Mixed C4 330 KTA
- Further downstream expansion completed in 2018, Butadiene plant up to 137 KTA from 100 KTA and new synthetic rubber plant with capacity of 120 KTA (a joint venture with Michelin)

#### Stable and Robust Financials Supported by Credit Strengths

- Integration from upstream cracker to downstream polyolefin products
  - Strategically located near key customers
- Low production cost base and operating efficiencies
  - Benefit from scale of feedstock sourcing and stable supplier relationships
  - Naphtha cracker utilization rate >90% in average
- Long-standing relationships with diverse customer base
  - No single customer accounts for more than 7-8% of consolidated revenue
  - Around +/- 75% of products by revenue were sold to domestic market
- Captive distribution network provides significant cost efficiencies
  - Key customers integrated with CAP production facilities via CAP's pipelines
  - Provides significant cost efficiencies to key customers
- New projects fueling strategic growth
  - Projects to expand downstream products, new polyethylene plants, debottlenecking of Polypropylene plant, MTBE/B1 plant and other efficiency improvements to complete integration of existing complex
  - CAP2 to spearhead the next phase of growth



CAP's main integrated manufacturing complex

#### **FY-2019 Key Figures**

Net Revenues USD1,881m

EBITDA USD180m

Net Income USD24m

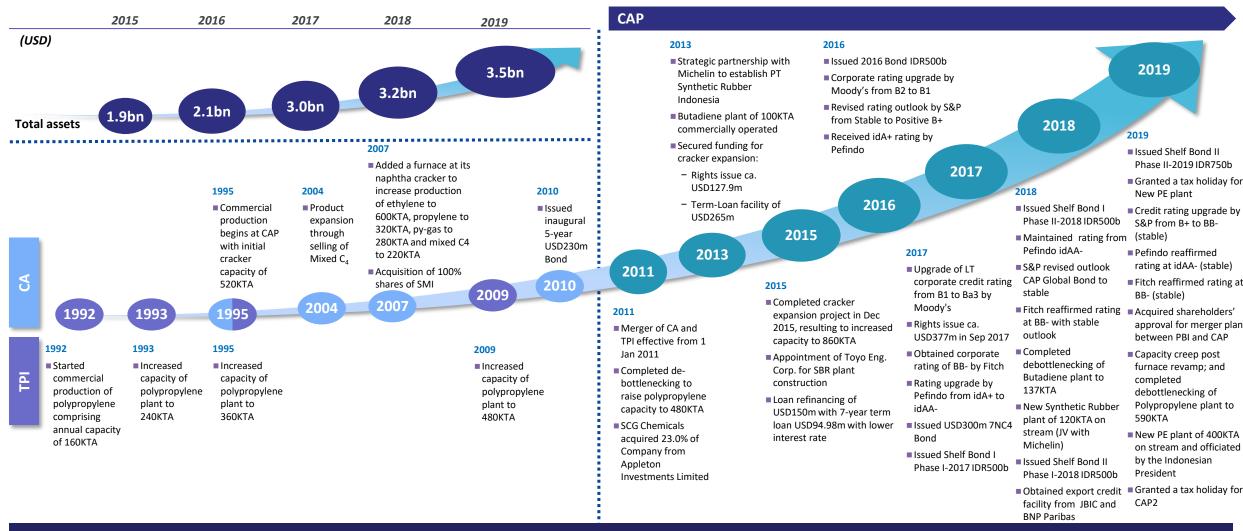
Cash Balance USD660m

Cash Flow from Operating Activities USD238m

Capital Expenditure USD385m



## 28-year Track Record of Successful Growth



Track record of achieving operational and structured growth



## **Vision and Business Strategy**

#### Vision to be Indonesia's Leading and Preferred Petrochemical Company

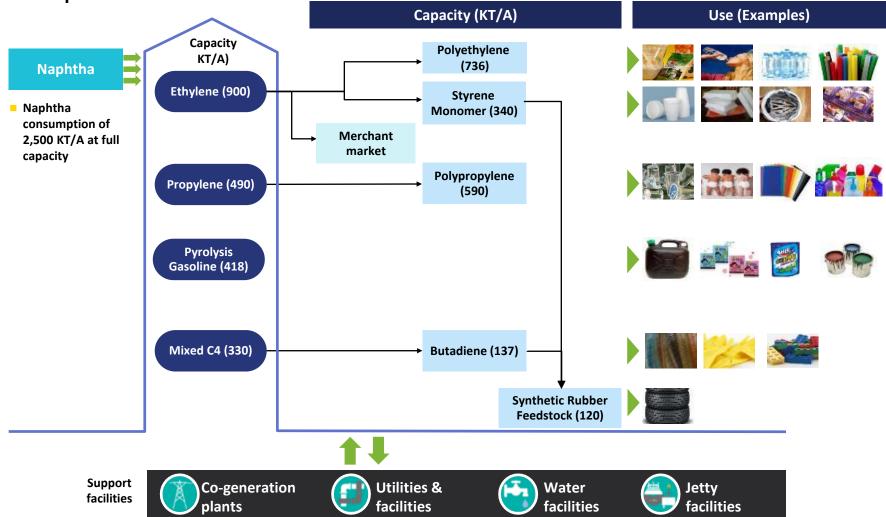
- 1 Increase capacity and product offerings to build on leading market position
- **2** Expand value proposition to increase profitability
- **3** Develop feedstock advantage to improve cost competitiveness
- 4 Develop and nurture human capital
- 5 Continue to leverage the Company's branding to maintain premium relationship with stakeholders
- Maintain and further improve best-in-class operating standards, cost efficiency, and safety, health and environment framework; leveraging digital transformation



## Integrated production of diverse products

CAP's products encompass a wide range across the consumer products value-chain, and its leading position & strategic location

enhances its competitiveness





## **Our Sustainability**

## **Incorporating ESG**

In Chandra Asri, sustainability is an inherent part of our business strategy. Along with the company's growth, Environmental, Social and Governance aspects have become embedded in our operational activities and become our priorities.



**Inaugural Sustainability Report** launched in 2019, ahead of IDX requirements













Clean Energy Ministerial (CEM) **Insight Awardment** 

Leadership in Energy Management Calibration Compliance from Banten's **Province Industry and Trade Office** 

**Gold Category in Indonesian Sustainable Development Goals Awards 2019** 

**Top Community Care Companies in Asia** 

Gold Award from ICQCC Tokyo 2019



3 Stars Award from Award for Contributing to Excellence (ACE)



HR Excellence Awards 2019



**OPEXCON 2019** 



TKMPN XXIII from WKM and AMMPI



CSR Citra Award 2019



**Green Industry 2019** 



## **Holistic Focus ESG Factors Across 4 Key Pillars**

#### Health

- Distributing aid for the victims of natural disaster
- Holding several health events for both internal and external parties







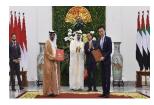


#### **Socioeconomic**

- Building partnership to support Polymer material technology innovation
- Exploring opportunities for collaboration in the petrochemical sector









#### **Environment**

- Working with local Government in implementing plastic asphalt project
- Supporting community-based waste management industry









#### Education

- Rebuilding a few inadequate schools
- Holding training programs for teachers













# **Investment Highlights**



## **Key Investment Highlights**

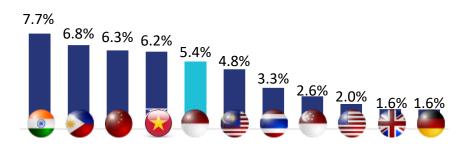
Chandra Asri

- 1 Well-positioned to benefit from attractive Indonesian growth fundamentals
  - 2 Indonesia's leading petrochemical producer with a diverse product portfolio
    - 3 Diversified customer base and strategically located to supply key customers
  - 4 Diverse and secured sources of feedstock and raw materials
  - 5 Strong Shareholder support
- 6 Highly experienced Management team with proven track record of delivering Growth

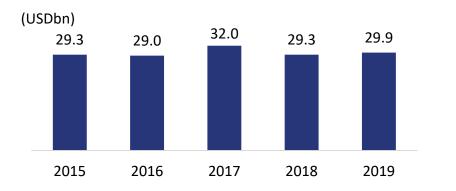


## Well-Positioned to Benefit from Attractive Indonesian Macroeconomic Growth and Consumption Trends

#### GDP Growth CAGR (2017 – 2020F)<sup>(1)</sup>



#### Foreign Direct Investment in Indonesia (2015-2019)

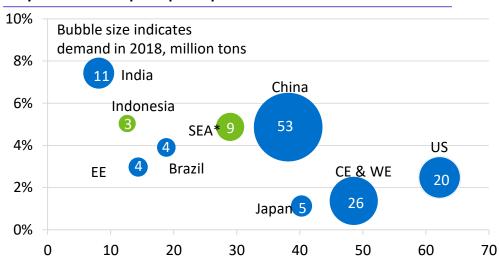


Source: Nexant, IMF, BKPM

Note:

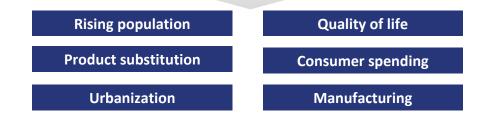
- 1. GDP, constant prices; IMF World Economic Outlook Database, October 2017
- 2. Polyolefin include HDPE, LLDPE, LDPE and PP

#### Polyolefin Consumption per Capita<sup>(2)</sup>



Note: EE = Eastern Europe, CE = Central Europe, WE = Western Europe, SEA\* = South East Asia (including Malaysia, Philippines, Singapore, Thailand and Vietnam) \* Excluding

#### **Domestic Trends**



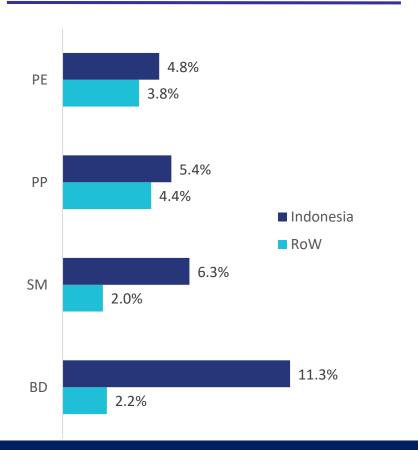


## 1 Strong Demand Growth for Petrochemical Products in Indonesia

#### Plastic films Containers Polyethylene Bottles Plastic bags Packaging Films and sheets Fibers and filaments Polypropylene Tovs Automotive parts Drinks cups Food containers **Styrene Monomer** Car interiors Helmet padding Vehicle tires **Butadiene** Synthetic rubber Gloves and footwear

**End Markets** 

#### Total Demand Growth (2018 – 2025F CAGR<sup>(1)</sup>)



Petrochemical products are fundamental to the production of a wide variety of consumer and industrial products, such as packaging, containers, automotive and construction materials

Source: Nexant



## 1 Six Key Growth Strategic Imperatives, with CAP 2 as the Cornerstone



Optimize Value Chain integration through expansion and debottlenecking of CAP1



**Expand Polymer customer base** to absorb capacity
increase



Present new High-Value
Added (HVA) Grades with
strong R&D focus



**Framework** and increase energy efficiency



Implement Digital
Transformation and
Industry 4.0 to maintain
operational excellence



Break New Ground with CAP2: A world-scale integrated petrochemical complex

Key Milestones

**Next Horizon** 



## 2 CAP is the Largest Petrochemical Producer in Indonesia

**Capacities of Petrochemical Producers in Indonesia (2019)** 

Capacity ('000 tons per year)	Chandra Asri	LOTTE CHEMICAL TITAN	PERTAMINA	Masplene® PT POLYTAMA PROPINDO	AGC Group PT Asahimas Chemical	PT SULFINDO ADIUSAHA	TPPI	Others	Total
Ethylene	900	-	-	-	-	-	-	-	900
Propylene	490	-	625	-	-	-	-	-	1,115
LLDPE	400	200	-	-	-	-	-	-	600
HDPE	336	250	-	-	-	-	-	-	586
Polypropylene	590	-	45	300	-	-	-	-	935
Ethylene Dichloride	<u>-</u>	-	-	-	760	380	-	-	1,140
Vinyl Chloride Monomer	-	-	-	-	875	130	-	-	1,005
Polyvinyl Chloride	-	-	-	-	550	110	-	202	862
Ethylene Oxide	-	-	-	-	-	-	-	240	240
Mono Ethylene Glycol	-	-	-	-	-	-	-	220	220
Acrylic Acid	-	-	-	-	-	-	-	140	140
Butanol	-	-	-	-	-	-	-	20	20
2-Ethylhexanol	-	-	-	-	-	-	-	140	140
Pygas	418	-	-	-	-	-	-	-	418
Crude C4	330	-	-	-	-	-	-	-	330
Butadiene	137	-	-	-	-	-	-	-	137
Benzene	-	-	100	-	-	-	207 <sup>1</sup>	-	307
Para-Xylene	<u>-</u>	-	270	-	-	-	500 <sup>1</sup>	-	770
Styrene	340	-	-	-	-	-	-	-	340
Synthetic Rubber	120	-	-	-	-	-		75	195
Total	4,061	450	1,040	300	2,185	620	707	1,037	10,400

CAP offers the most diverse product range and is a dominant producer with market share of approximately 50%, 20%, and 27% of the domestic market (including imports) in olefin, polyethylene and polypropylene respectively

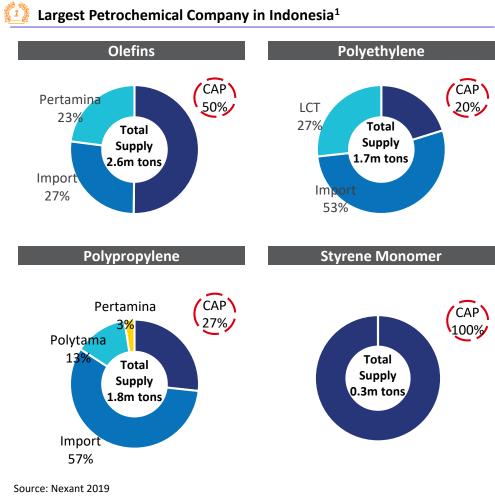
Source: Company, ICIS, Nexant 2019

1. TPPI currently producing Mogas for Pertamina

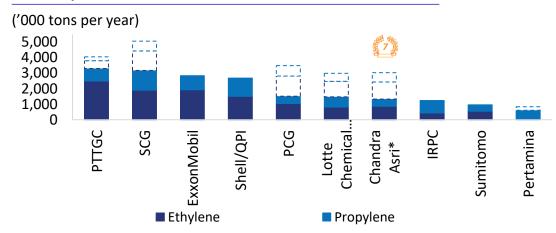


## **CAP** is the Country's Market Leader for its Product Portfolio

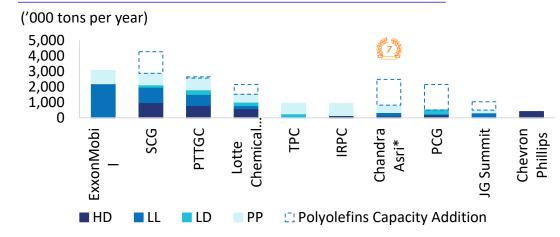
CAP is a market leader in Indonesia across all of its products, and a leading player in the region







#### Polyolefin Top 10 South East Asia Producers<sup>2</sup>



By production excluding fertilizer producers and including imports

2. Chandra Asri capacity is inclusive of SCG's equity in Chandra Asri



## Strong Brand with Diversified Client Base of Industry Leaders, Developed Over Many Years

**Butadiene & by-products** 

#### **Sales & Marketing Strategy**

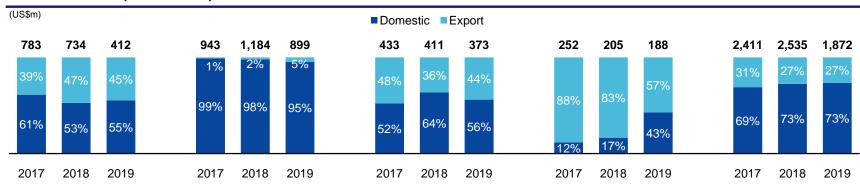
- Long term relationships with key customers
- Network of 300+ customers, with diversified clientele
- Top 10 customers account for only 43.41% of revenues in 2019
- Majority of top 10 customers have been with CAP for >10 years
- Trademarked brand names
  - "Asrene" for polyethylene products,
  - "Trilene" for polypropylene products,
  - "Grene" for resin products
- Strong marketing and distribution platform with nation-wide network
  - Short delivery times result in premium pricing over benchmarks
  - On ground technical support.

#### **Top 10 Customers (2019)**

Customer	Products	% of Revenue	Customer Since	Location
Customer 1	Polyethylene, Polypropylene	7.04%	1995	Indonesia
Customer 2	Ethylene	5.50%	1995	Indonesia
Customer 3	Styrene Monomer, Butadiene	5.12%	2004	Indonesia
Customer 4	Styrene Monomer, Butadiene, HP Steam	5.00%	2018	Indonesia
Customer 5	Polyethylene, Polypropylene	4.06%	2015	Indonesia
Customer 6	Py-Gas	3.91%	2019	Singapore
Customer 7	Butadiene, Raffinate-1	3.54%	2013	Singapore
Customer 8	Polyethylene, Polypropylene	3.37%	1995	Indonesia
Customer 9	Styrene Monomer	3.07%	2018	Singapore
Customer 10	Polyethylene, Polypropylene, Ethylene	2.79%	2010	Japan
Top 10 Customers % of Revenue		43.41%		

Total(2)

#### Sales Breakdown (2017 - 2019)



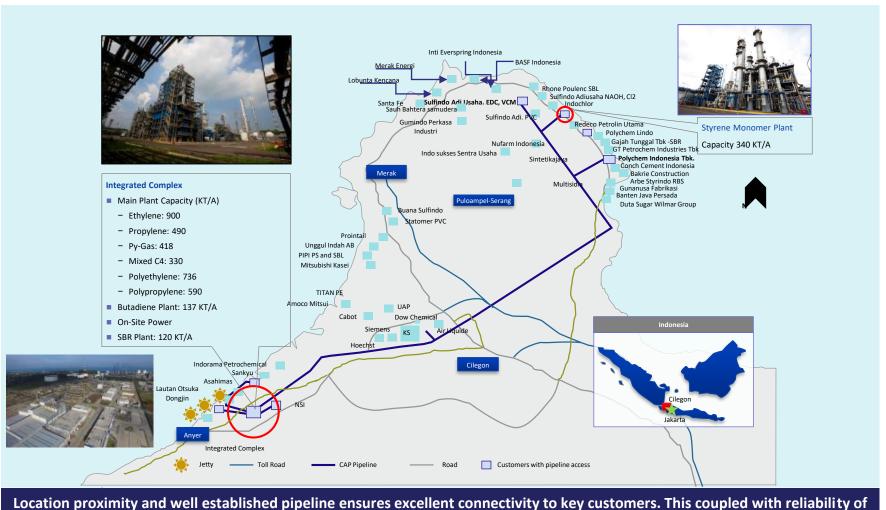
Olefins & by-products<sup>(1)</sup> Polyolefin Styrene Monomer & by-products (1) Include ethylene, propylene, and by-products such as Py-Gas and Mixed C4

- Propylene: Majority used as feedstock for polypropylene production internally
- Mixed C4: Majority used as feedstock for butadiene production internally
- Py-gas: Primarily sold to SCG
- (2) Exclude Tanks & Jetty Rent



## 3 Strategically Located Key Customers, with Location Proximity & a Proprietary Pipeline

#### **CAP's Integrated Petrochemical Complexes**



Location proximity and well established pipeline ensures excellent connectivity to key customers. This coupled with reliability of supply lead to premium pricing, with integration of facilities creating significant barriers to entry.

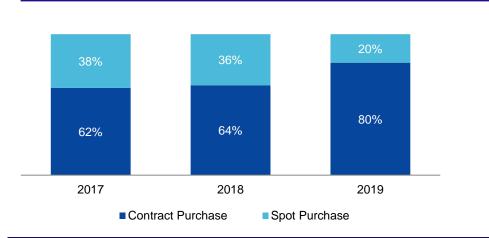


## 4 Stable & Flexible Feedstock Supply from long-term International Suppliers

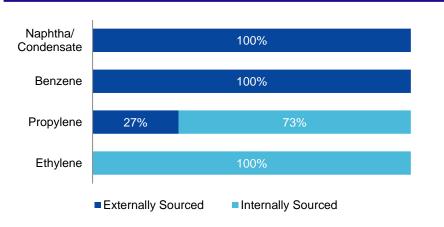
#### **Feedstock Procurement Overview**

- Long-standing stable supplier relationships
- No material feedstock supply disruption historically
- Flexibility in feedstock purchasing (spot vs. contract)
  - Avoids single supplier dependence
  - 80% of naphtha under contract with major oil trading companies in 2019
- Procurement synergies with SCG
- Substantial naphtha storage capacity to support 27 days of operations

#### Naphtha Supply (2019)



#### Main Raw Materials (2019)



#### **Key Suppliers of Naphtha (2019)**

Supplier	US\$m	%
Shell International Eastern Trading	341.1	32.91%
Marubeni Petroleum Co. Ltd	316.9	30.58%
Total Trading Asia Pte Ltd	114.8	11.08%
Chevron U.S.A. Inc	112.9	10.90%
Konsorsium PT. Titis Sampurna	41.5	4.00%
Kuwait Petroleum Corporation	30.4	2.93%
Shell MDS (Malaysia) Sendirian Berhad	29.7	2.87%
Saudi Aramco Product Trading Company	19.5	1.88%
PT Surya Mandala Sakti	16.9	1.63%
BP Plc	12.7	1.23%
Total	1,036.4	100.0%

Win-Win Mindset, Reliability and Trustworthy Credit have Resulted in Long-standing Relationships



## 5 Strong Commitments from Shareholders, Realizing Significant Partnership Benefits

Strong commitment from Shareholders



#### **Barito Pacific**

Indonesia based conglomerate with business interests in property, timber, plantation, power generation and petrochemicals

#### **Siam Cement Group**

- Thailand's largest industrial conglomerate and Asia's leading chemicals producer
- Invested 30% in CAP in 2011
- Second largest olefins and polyolefin producer in South East Asia

#### Key benefits of partnership

- Barito Pacific is committed to the growth and development of CAP
  - Available land for expansion
  - Financial commitment (e.g. full subscription to 2013 rights offering)

#### Key benefits of partnership

- Sharing of production know-how and best operational practices
- Raw material procurement savings
- Sales and marketing collaboration
- Access to Thai financial institutions
- Accelerate CAP's expansion plans

Strong backing from long term marquee strategic regional investors committed to development of the business

#### Note:

- 1. Group structure as of 31 March 2020
- 2. Subsidiary of PT Barito Pacific Tbk





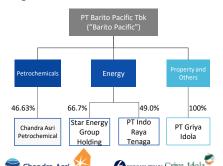
## Barito Pacific Group - A Leading Indonesian Conglomerate with Diversified Assets

## Barito Pacific



PT Barito Pacific Tbk ("Barito") is a resource-based company listed on the Indonesia Stock Exchange with a diversified portfolio of businesses including petrochemicals, property, plantation and renewable energy.

#### **Organizational Structure**



#### **Management Team**

Name	Position
Agus Salim Pangestu	President Director
Rudy Suparman	VP Director
Andry Setiawan	Director
David Kosasih	Independent Director

#### **Business Description**

- Barito was originally established in 1979 under the name of PT Bumi Raya Pura Mas Kalimantan, with its beginnings centered around the forestry and timber businesses
- Barito is listed on the Indonesia Stock Exchange with a market capitalization of c. USD9.7bn, and has now transformed into an integrated energy company with multiple power and industrial assets
- Owns a controlling share in PT Chandra Asri Petrochemical Tbk, Indonesia's largest and only integrated petrochemical company
- Barito Pacific also owns a controlling share in Star Energy, the largest geothermal company in Indonesia and the third largest geothermal company in the world
- Barito's largest shareholder is Prajogo Pangestu, an Indonesian business magnate and investor with c.71.48% stake in the company

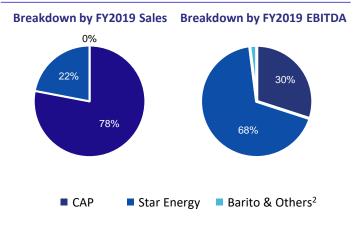
#### Financial Performance<sup>3</sup> (USDm)

	2019A	2018A	2017A
Sales	2,402	3,076	2,852
Growth (%)	-21.9%	14.7%	46.3%
EBITDA	595	813	899
Margin (%)	24.8%	26.4%	31.5%
EBIT	451	675	765
Margin (%)	18.8%	21.9%	26.8%
Net Income	137	242	375
Margin (%)	5.7%	7.9%	13.1%

Sources: Company presentations, Bloomberg and Factset as of 31 December 2019 Notes:

- 1. Based on FY2019 sales; Petrochemical segment sales exclude tank & jetty rents
- 2. EBITDA from Barito & Others was insignificant in FY2019
- 3. Growth rates calculated in local currency (IDR)

#### Business Segments<sup>1</sup>



#### **Market Capitalization & Credit Profile**

As of Dec 31, 2019	IDRb	USDm
Price (IDR / USD)	1,510	0.11
x Shares Outstanding (m)	89,016	89,016
Market Cap.	134,414	9,669
Total Debt	35,248	2,536
Total Cash	10,345	744
Debt / EBITDA	4.3x	4.3x
Net Debt / EBITDA	3.0x	3.0x





## SCG – Thailand's Largest Industrial Conglomerate and Asia's Leading Chemicals Producer



Siam Cement Group ("SCG") is a leading conglomerate in the ASEAN region focusing on three core business lines – SCG Cement-Building Materials, SCG Chemicals and SCG Packaging.

SCG is currently rated A+ by Fitch National (Thailand).

#### **Key Manufacturing Locations**



#### Management team

Name	Position
Roongrote Rangsiyopash	President & CEO, SCG
Tanawong Areeratchakul	President – Chemicals
Sakchai Patiparnpreechavud	VP-Polyolefin & Vinyl
Mongkol Hengrojanasophon	VP-Olefins
Suracha Udomsak	VP-Chemicals
Nithi Patarachoke	President-Cement
Chana Poomee	VP-Cement & Building Materials
Paramate Nisagornsen	VP-Regional Business
Yuttana Jiamtragan	VP-Corporate Administration
Thammasak Sethaudom	VP SCG, Finance and Investment & CFO
Aree Chavalitcheewingul	President – Cementhai Holding

#### **Business Description**

- SCG is a leading business conglomerate in the ASEAN region and engaged in the production and distribution of chemicals (41.0%), building materials (39.0%) and packaging products (20.0%)
- Established in 1913 following a Royal Decree of His Majesty King Rama VI of Thailand (Currently owned c.33.3% by His Majesty King)
- SCG is Thailand's largest industrial conglomerate and Asia's leading chemicals producer. SCG is the second largest olefins and polyolefin producer in South East Asia
- Strong presence and focus in the SEA region which it is committed to grow, as demonstrated by its investment in the Long Son Petrochemical Plant in Vietnam in 2018

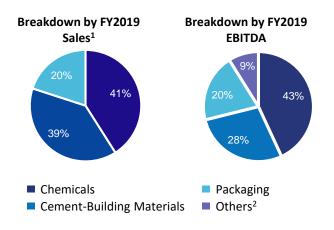
#### Financial Performance<sup>3</sup> (USDm)

	2019A	2018A	2017A
Sales	14,624	14,801	13,284
Growth (%)	-3.6%	11.4%	6.5%
EBITDA	2,503	2,680	3,007
Margin (%)	17.1%	18.1%	22.6%
EBIT	1,703	2,065	2,373
Margin (%)	11.7%	14.0%	17.9%
Net Income	1,069	1,384	1,621
Margin (%)	7.5%	9.4%	12.2%

Sources: Company presentations, Bloomberg and Factset as of 31<sup>st</sup> December 2019 Notes:

- 1. Based on FY2019 sales before adjustments for intra-company transactions
- 2. Other EBITDA refers to dividend from investment in associated companies
- 3. Converted based on annual average FX rate of USD/THB 31.05 (2019), USD/THB 32.33 (2018), and USD/THB 33.95 (2017); Growth rates calculated in local currency (Thailand Baht)

#### **Business Segments**



#### **Market Capitalization & Credit Profile**

As of Dec 31, 2019	THBm	USDm
Price (IDR / USD)	392	13.1
x Shares Outstanding (m)	1,200	1,200
Market Cap.	470,400	15,720
Total Debt	181,684	6,066
Total Cash	45,729	1,527
Debt / EBITDA	2.4x	2.4x
Net Debt / EBITDA	2.4x	2.4x



## **Strong Management Team with Substantial Industry Experience**

#### **Board of Commissioners**



**DJOKO SUYANTO President** Commissioner Independent Commissioner

4 years in Industry 4 years with CAP



**TAN EK KIA VP Commissioner** Independent Commissioner

46 years in Industry 8 years with CAP



**HO HON CHEONG** Commissioner, Independent Commissioner

4 years in Industry 4 years with CAP



**AGUS SALIM PANGESTU** Commissioner

13 years in Industry 13 years with CAP



**LIM CHONG THIAN** Commissioner

39 years in Industry 14 years with CAP



**THAMMASAK** SETHAUDOM<sup>(1)</sup> **Commissioner** 

28 years in Industry 1 year with CAP



**TANAWONG** AREERATCHAKUL(1) Commissioner

14 years in Industry <1 year with CAP

#### **Board of Directors**



**ERWIN CIPUTRA President Director** 

15 years in Industry 15 years with CAP



**CHATRI** EAMSOBHANA(1) **VP Director of Operations** 

23 years in Industry 1 year with CAP



**BARITONO PRAJOGO PANGESTU VP Director of Polymer Commercial** 

14 years in Industry 14 years with CAP



**ANDRE KHOR Director of Finance** 

15 years in Industry 1 year with CAP



SOMKOUN SRIWATTAGAPHONG(1) Director of Manufacturing Director of Monomer

22 years in Industry 1 year with CAP



**FRANSISKUS RULY** ARYAWAN Commercial

17 years in Industry 17 years with CAP



**SURYANDI Director of Human Resource and Corp. Administration** 

29 years in Industry 29 years with CAP

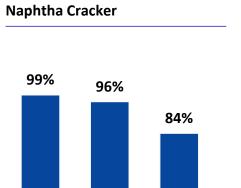
(1) Representative of SCG



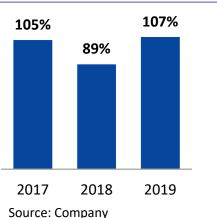
## 6

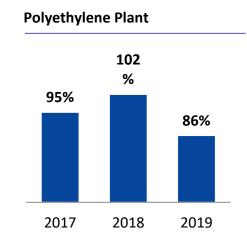
## Solid Track Record of Delivering Operational Excellence and Performance

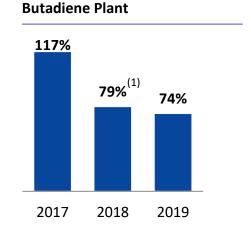
In Aug-Sep 2019, we performed a Turn-Around Maintenance (TAM), resulting in lower operating rates vs 2018. The TAM was successfully executed in 51 days vs a budget of 55 days, and we resumed operations in September 2019.

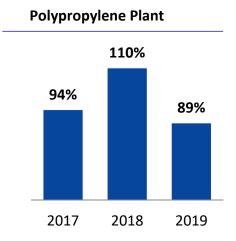


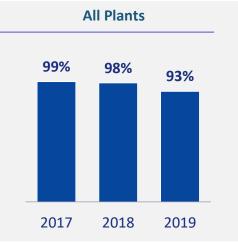








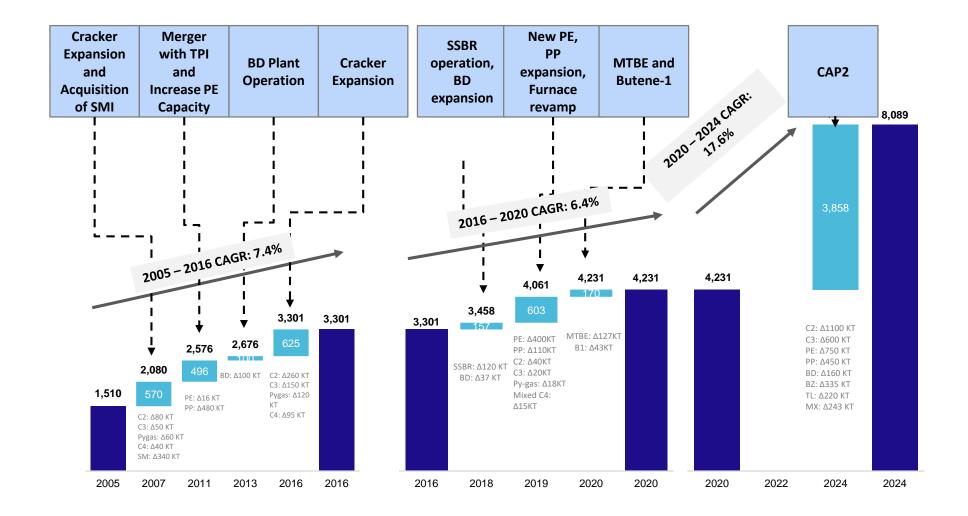




<sup>(1)</sup> Due to planned shutdown during Mar-Jun 2018 (90 days) for tie-in works of 37% capacity expansion to 137KTA and TAM

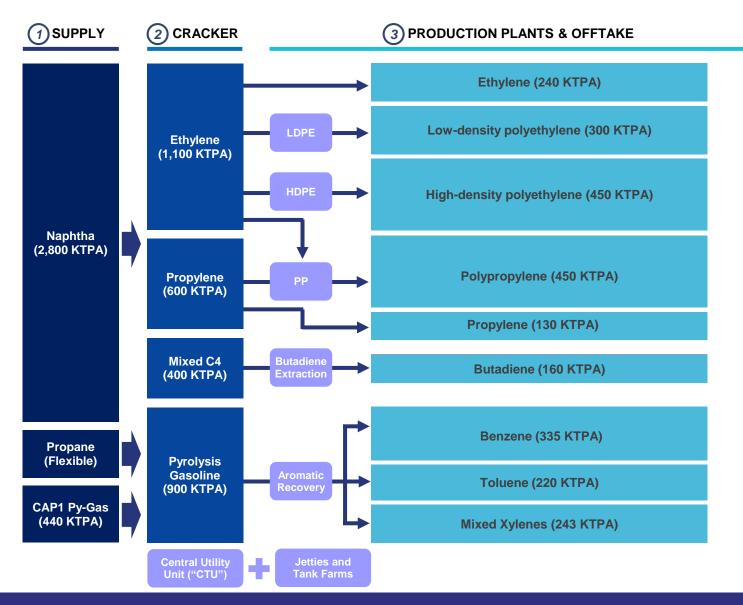


## 6 Robust Strategy-Execution with Clear Vision for Profitable and Sustainable Growth





## 6 CAP 2 will Deliver the Next Phase of Transformative Growth





"The development of Chandra Asri's new plant is a concrete step [that] is needed by our country," President Jokowi said on Friday – The Jakarta Post, 9 Dec 2019





# **Covid-19 Resilience Strategy**



## **Our Response To Covid-19 Pandemic Situation**

As measures have been taken by the management in response to Covid-19 pandemic, we navigate the situation by emphasizing 3 key focus areas of Business Continuity, Operational Excellence and Financial Resilience







#### **Business Continuity**

Health and Safety First for Employees

Covid-19 Internal Protocol and Task Force

IT System and Infrastructure

Communication to Stakeholders

Social Responsibility to Community

#### **Operational Excellence**

Ensuring smooth and safe plant operations

Running the plants at optimum rate post last year's TAM

Managing smooth supply chain and logistics

Stringent day-to-day plant operational activities according to Covid-19 protocol

#### **Financial Resilience**

Robust balance sheet

Cash balance >US\$600m

Low net debt to EBITDA 0.7x

Revolving Credit Facility US\$300m to sustain survival mode in challenging times

Operating Cash Flow US\$66m

Strong credit profile idAA- by Pefindo

Capital Discipline – focus on asset integrity and safety projects

Prudent liquidity management







"We donated thousands of medical equipment such as rapid test kits, PPE, N95 masks, surgical masks, gloves to BNPB and hospitals. We also distributed food aid to communities who are economically affected due to Covid-19 pandemic"



## **Business Continuity**

Ensuring the safety and health of employees to manage business continuity

#### **Corporate Level**

#### Top-down strict policy

Screening and Containment (body temperature check, health declaration, zoning system, deep cleaning)



Wear face mask and physical distancing

Covid-19 Task Force and Internal Protocol

Information disclosures compliance







#### **Business Units Level**

#### Work from home

Identify critical function and HR allocation

#### Communication channel

Establish 3 main focus area: employees health, physical distancing, hygienic work areas









## **Operational Excellence**

Anticipate plant operation disruptions, maintain supply chain resilience, and ensure smooth logistics and delivery

- 1 Ensuring smooth and safe plant operations
- 2 Running the plants at optimum operating rates
- 3 Managing smooth supply chain and logistics
- 4 Maintain our supply volumes







### **Financial Resilience**

With strong balance sheet position and liquidity, we are well positioned to weather the crisis

#### **Focus Areas**

- Strong cash balance of US\$660m
- Strong liquidity with RCF line of US\$300m
- Marketable securities of US\$31m
- Exploring additional funding lines to further bolster liquidity
- Optimise funding costs
- Prudent capital expenditure execution with focus on ongoing committed project MTBE and Butene-1 as well as projects for safety and asset integrity purposes

