



Digital Transformation through Pertamina Digital Factory in Enhancing Gas Pipeline Business



Digital Transformation has been identified as a key enabler in Pertamina's RJPP to "foster energy resilience"

DT Role in Pertamina RJPP 2025-2029

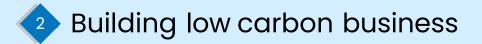
Digital Transformation as the key enabler for Pertamina to achieve ambition based on Dual Growth strategy

	Maximizing value	Expand to new markets & adjacencies	
Upstream Upstream	 Drive operational excellence to rejuvenate the existing assets Scale EOR & IOR to improve production 	 Conduct international M&A to grow production 	Accelerate new green businesses (CCS/CCUS)
🤹 Gas	 Secure national gas supply Strengthen and protect existing transmission & trading business (as gas aggregator) 	 Integrate gas/ LNG portfolio Develop LNG infrastructure Develop jargas infrastructure 	 Accelerate in biomethane, methanol & ammonia production & sales Develop H2/ CCUS/ CCS transmission
Refinery & Petrochem	Upgrade existing refinery for compliance Explore & accelerate partnerships for financial & operational capability	 Expand products and services Explore new markets/ customers 	 Accelerate Green Refinery to fulfill biofuel ambition (HVO/HEFA)
Commercial & Trading	Maintain domestic market share Improve trading revenue	 Expand domestic market for existing products Expand regional markets for petchem and hydrocarbon 	 Strong marketing for Biofuel Increase swapping/charging station
Int. Maritime Logistic	 Domestic majority market share for diversification business (FPSO, FSRU, Dry bulk) 	 Global market expansion for noncaptive market 	 Enter ammonia shipping and green terminal Explore to support CCS (vessel logistics)
Power, New Renewable	 Strengthening Geothermal & Gas to Power Capacity 	 Increase local NRE capacity via captive & non-captive market expansion Expand overseas via IPP tendering & M&A 	NBS credit supply & carbon trading Green hydrogen production & export EV battery packing & infra co
APFS	 Expand business across individual <u>APFS</u> firm by targeting newer segments 	 Strengthening partnerships for capability building and strengthen financials 	Reduce carbon footprint Invest in upcoming low carbon tech.
HSSE Excellence with assurance of biz.	Pertamina's competitiveness support Pertami Technology, Inte	nation program to Advocating policy and	Human Resources & Execution Development of human resources and simplification of business process

Digital Transformation as one of the enablers to support Pertamina's aspiration of **fostering energy resilience**:

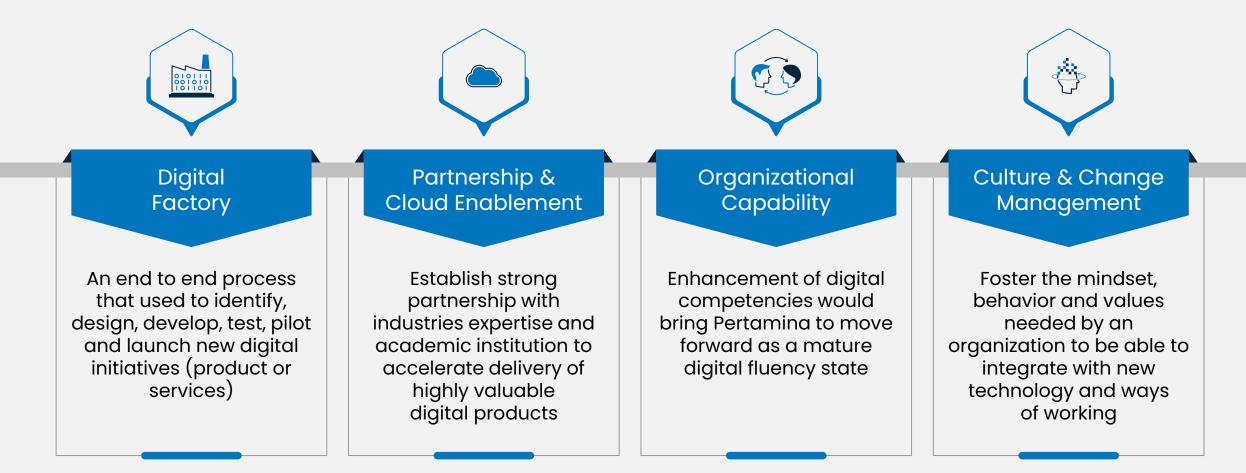


Maximizing legacy business



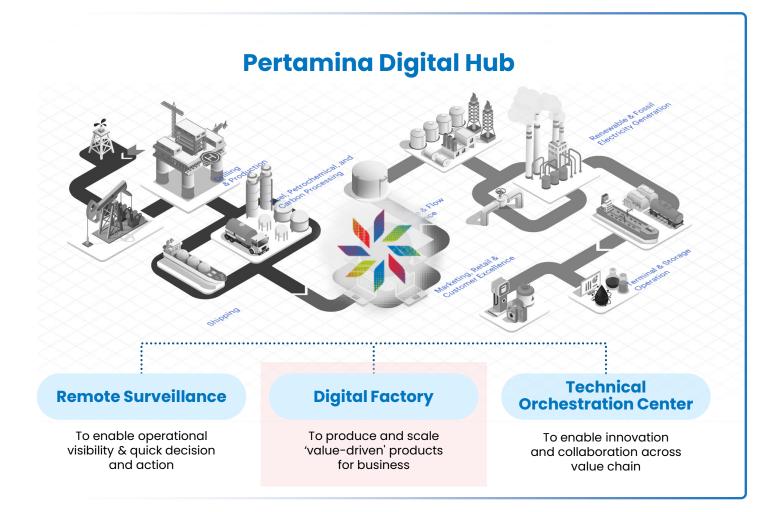


Digital Factory acts as an accelerator to deliver the digital initiatives in Digital Transformation





Digital Factory is a key part of the Pertamina Digital Hub for delivering and accelerating the Digital Transformation roadmap

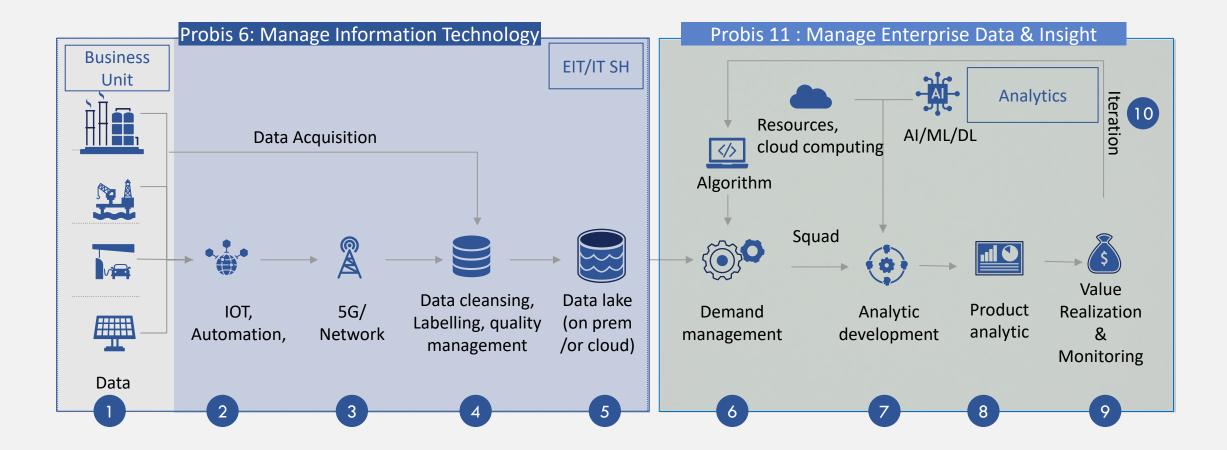


Digital Factory Business Process

"digital factory workflow is simply like a restaurant"

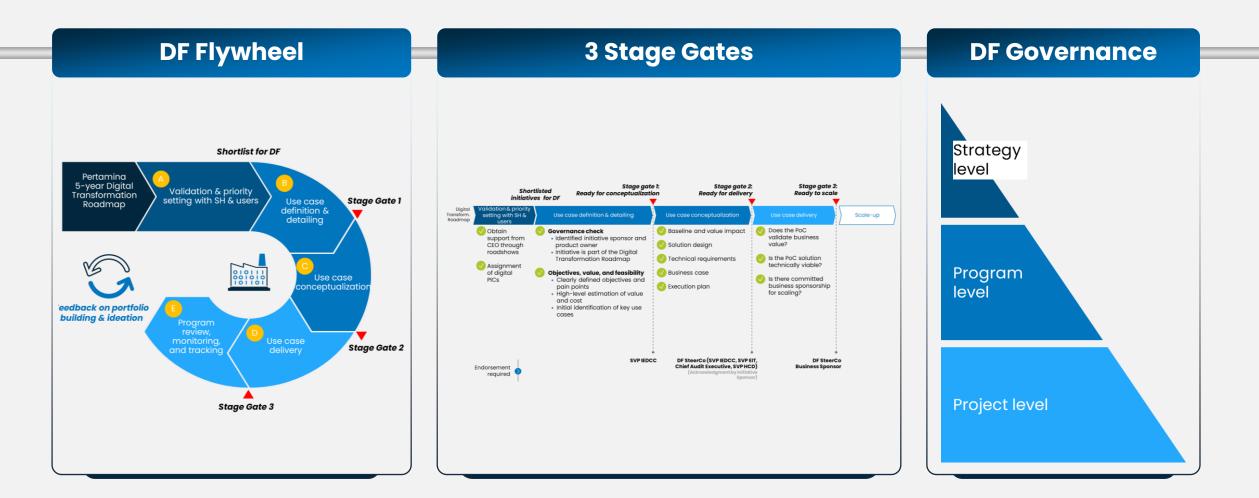
DIGITAL HUB

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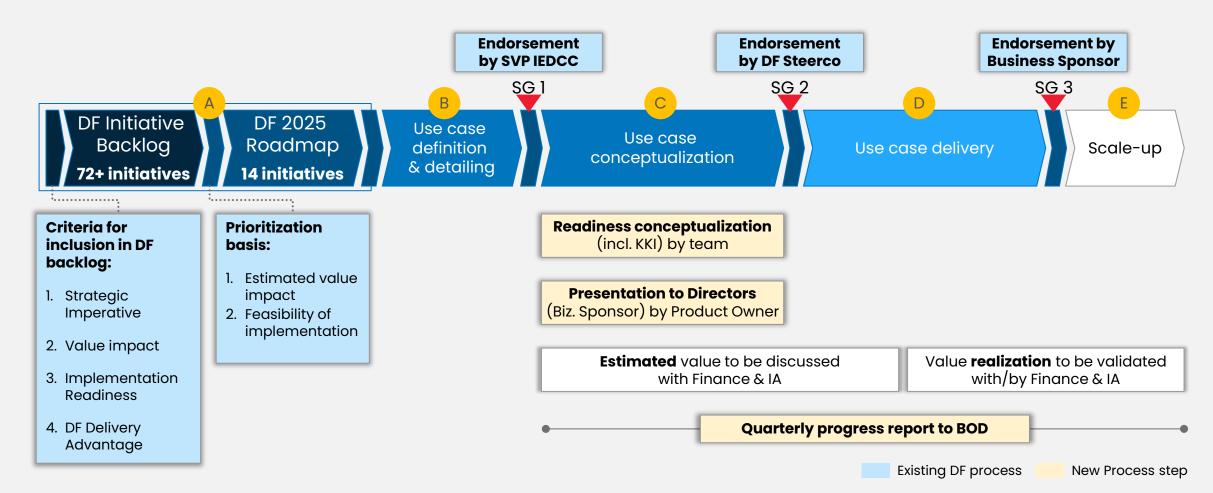


DF Processes





Pertamina Digital Factory (DF) Process & Governance



DF embrace Agile squad concept for its PoC delivery

Illustrative team composition:



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Delivery squads working with Agile principles & ceremonies

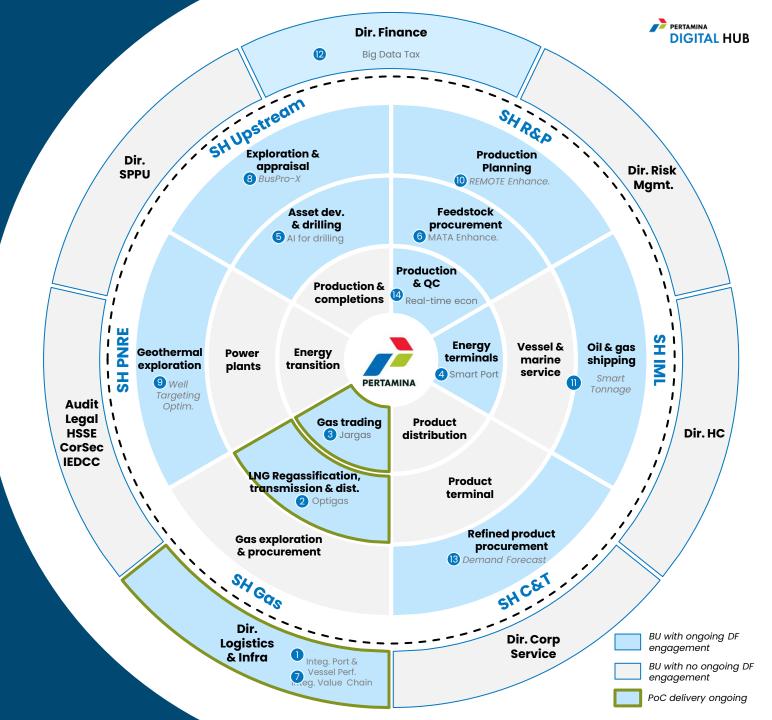


36 Pertamina employees (DF and SH) embedded across 4 squads & upskilled on Agile ways-of-working & multi-disciplinary teaming



Digital Initiatives Portfolio Map

DF has strong engagement across Holding & Sub holdings from 14 current initiatives



Closing

 The Digital Factory is not a tech project—it's a business transformation engine.

🥟 PERTAMINA

DIGITAL HUB

- Through the Digital Factory, we are embedding innovation and data into the core of our operations to:
 - Develop digital talent
 - Deliver **business value** (revenue growth, cost saving, cost avoidance).



