



REDEFINING BAKRIE & BROTHERS

Paparan Publik Tahunan - 10 Desember 2021

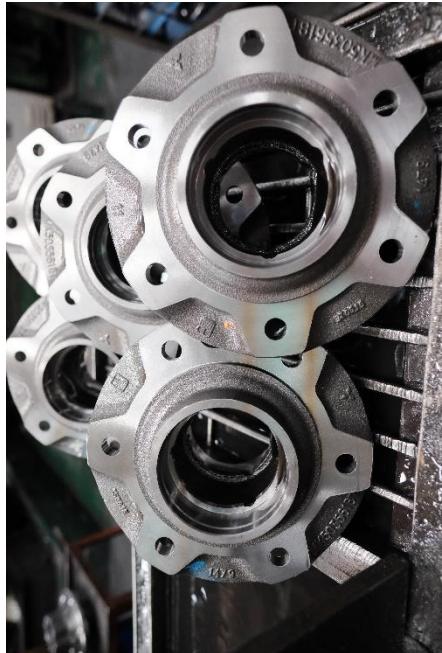
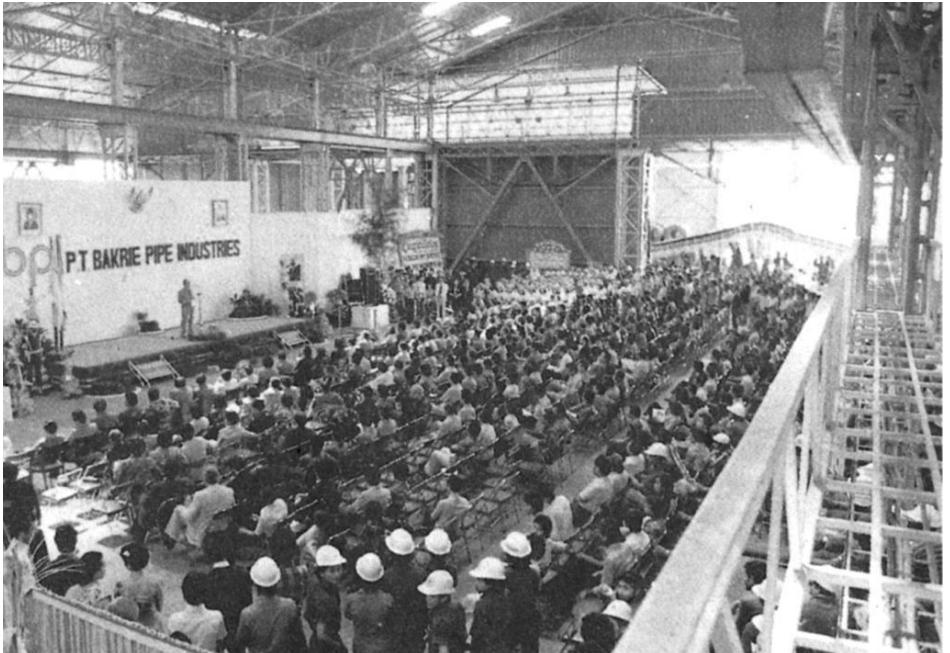


A black and white photograph of Winston Churchill. He is shown from the chest up, wearing a dark suit jacket over a white shirt with a bow tie. His right hand is raised, with his index finger pointing upwards. The background is blurred, showing what appears to be a large, ornate hall or stadium with tiered seating.

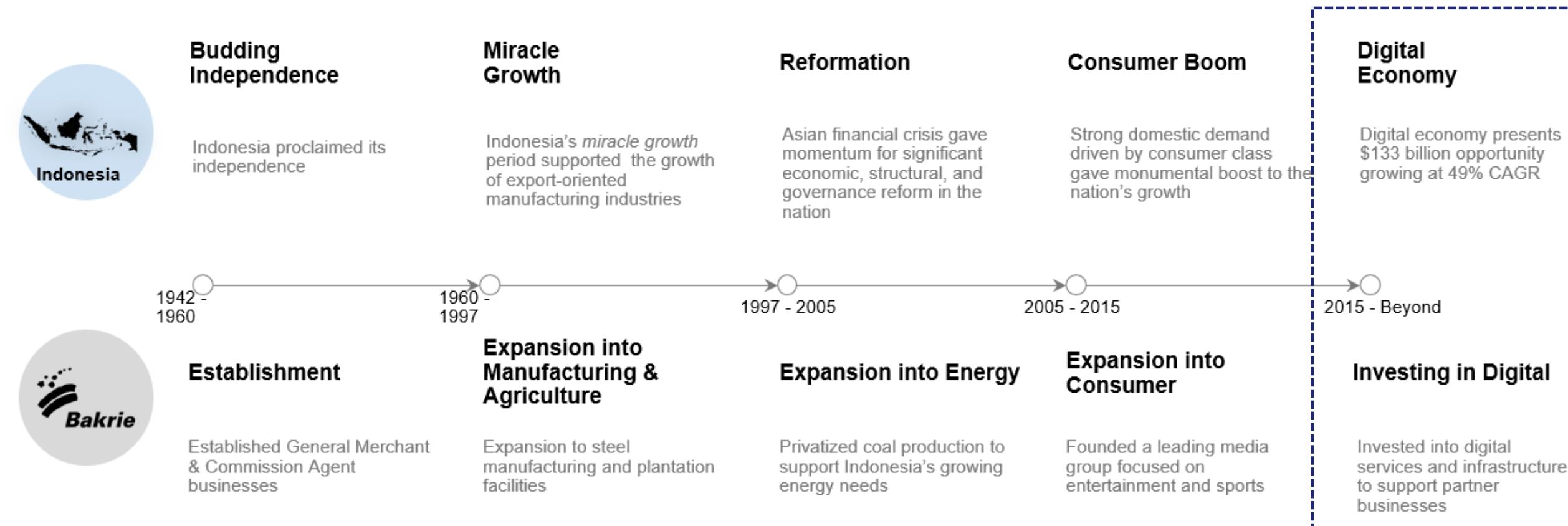
“Never let a good crisis
go to waste”

Winston Churchill – mid 1940s

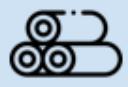
WHAT PEOPLE REMEMBER ABOUT BNBR



BISNIS YANG MENDORONG PEMBANGUNAN INDONESIA



BAKRIE & BROTHERS

 **Steel Pipe**
First steel pipe industry

 **EPC, Steel Structure**

 **Building Material**

 **Autoparts**

 **Seamless Pipe**

 **Steel Pipe**
Large diameter API

 **Gas Transportation**
Kalimantan – Jawa pipeline I

 **Toll Road**
Cimanggis – Cibitung

 **Power Plant**
Coal-fired

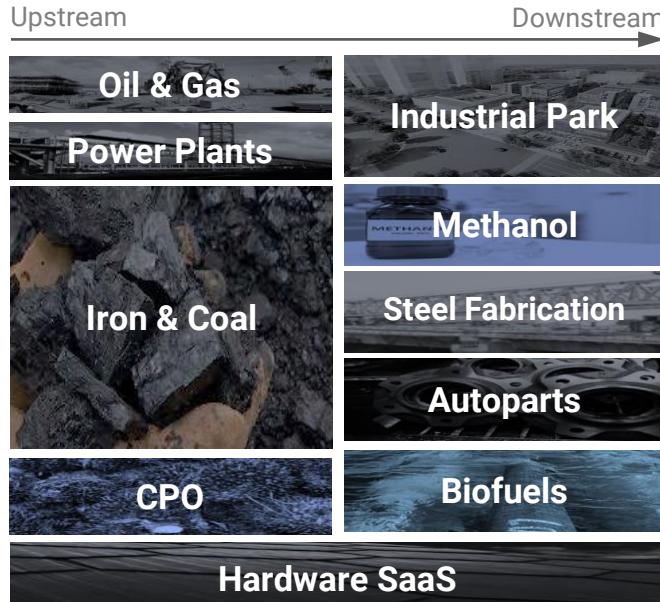
 **Electric Vehicle**

 **Renewable Energy**

WHAT PEOPLE WILL REMEMBER ABOUT BNBR

Industrialisation

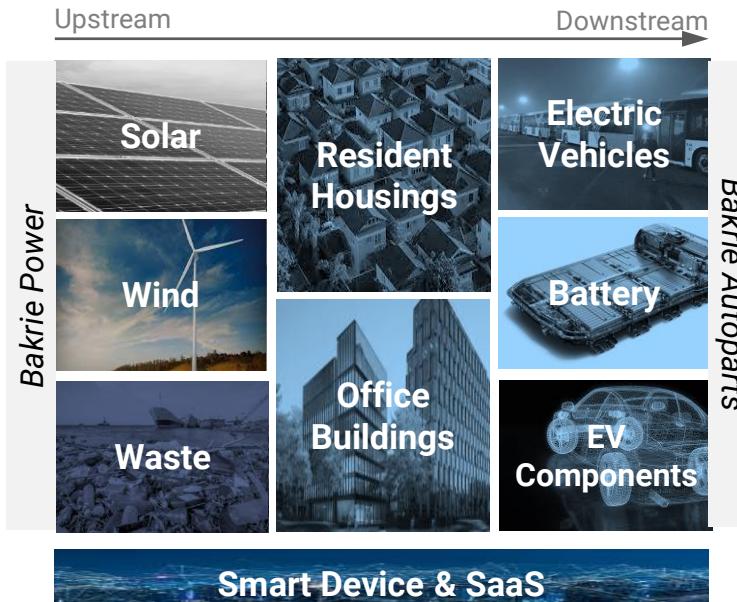
Industrialisation is our core fundamental business.



As an enabler which nurtures and enhances new businesses.

Sustainable Economy

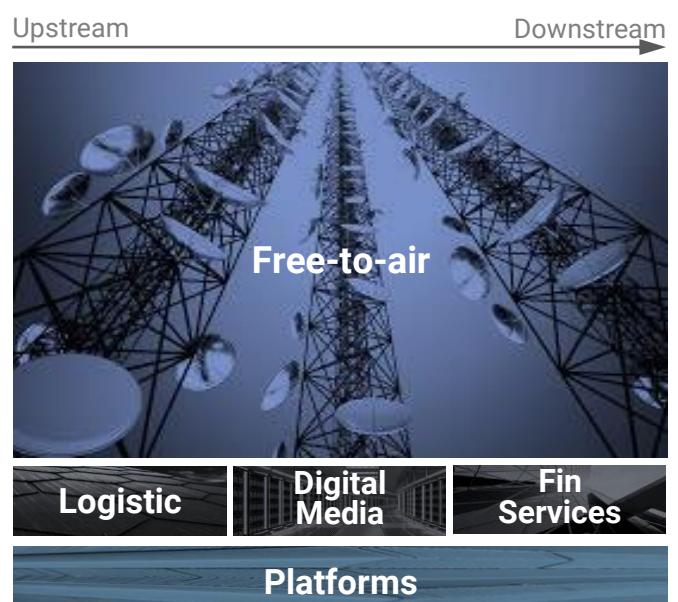
Accelerating transition to sustainable energy with electric cars, solar and integrated renewable energy solutions for homes and businesses.



Quantum Ventures, Convergence Ventures, etc
Focus on empowering start-ups in related verticals.

Digital Services

Providing technology infrastructure and internet services that enables businesses to enrich the lives of Indonesia's growing consumer class.



Private Equity

FOKUS PADA SDG

BNBR telah memetakan beberapa Sustainable Development Goals (SDGs) yang telah sejalan dengan komitmen kami selama beberapa tahun terakhir dan terus meningkat pada tahun mendatang.

1 NO POVERTY



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



Tata Kelola Organisasi

- Penyusunan dan penerapan Kode Etik dan Kebijakan Perilaku Bisnis BNBR.
- Komitmen mematuhi hukum dan pemenuhan tanggung jawab untuk membayar pajak.
- Menghormati hak sipil, dan politik, serta hak ekonomi, sosial dan budaya.

Praktik Tenaga Kerja

- Menyediakan lingkungan kerja yang baik dan perlindungan sosial serta mendukung praktik dialog sosial.
- Mendukung dan mengelola Kesehatan dan Keselamatan Kerja (K3).

Keterlibatan dan Pengembangan Masyarakat

- Melakukan investasi sosial melalui perbaikan aspek sosial bagi kehidupan masyarakat di sekitar BNBR.
- Terlibat dalam aksi untuk memperbaiki kualitas Pendidikan bagi para karyawan dan masyarakat di sekitar BNBR.

5 GENDER EQUALITY



7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Hak Asasi Manusia

- Menyediakan kesempatan yang sama dan setara bagi setiap orang untuk menjadi pekerja, menerima pelatihan, dan mengembangkan karier di grup BNBR.
- Mendukung pengembangan individu.

Lingkungan Hidup

- Penerapan dan pengelolaan risiko lingkungan hidup.
- Pengembangan bisnis berkelanjutan dan ramah lingkungan, diantaranya bus listrik dan energi terbarukan.

Industri Berkelanjutan

- Mendukung pengembangan industri, inovasi dan infrastruktur yang berkelanjutan.
- Mendukung inovasi menuju perwujudan Manufacturing 4.0.

Masalah Konsumen

- Menyediakan layanan konsumen, dukungan dan penyelesaian perselisihan.
- Menyediakan informasi pengguna yang jelas dan berguna atas setiap produk dan jasa.

BNBR IS EVOLVING INTO FUTURE SUSTAINABLE BUSINESSES



**Bakrie
Autoparts**

- Over 40 years of experience in forging and casting.
- Producers of automotive components for OEMs.
- Caters mostly to ICE (Internal Combustion Engine) commercial vehicles.



**Bakrie
Power**

- Established in 1994 by BNBR to capture opportunities in the power sector.
- Experienced in handling coal-fired power plants.



**Bakrie
Building
Industries**

- Over 30 years of experience in fiber-cement based building materials business.
- Producers of the well known brand Harflex for roofing product and Versa for board product.



- One of the pioneers of EV in Indonesia.
- Business focus on Heavy eMobility .
- Owner of leading EV brands with industrial integrator plan in the pipeline.



helio

- Renewable energy (RE) developer aiming to lead energy transition in Indonesia.
- Experienced in providing cost efficient solution for de-dieselization projects.



M O D U L A

- Solution provider for housing backlog problems.
- Proven prefabricated housing designs and productions.
- Set to adopt the latest 3-D printing technology in construction.



PANDEMI COVID-19: THE GREAT RESET



ECONOMIC RESET

- 5,2 juta korban jiwa secara global akibat COVID-19.¹
- Ekonomi global mengalami resesi dengan kontraksi sebesar 3,5% pada tahun 2020.²
- Inflasi meningkat di sebagian besar negara maju dan negara berkembang.³

ENVIRONMENTAL RESET

- Penurunan mobilitas selama pandemi menyebabkan penurunan emisi gas rumah kaca secara sementara.
- Konferensi COP-26, Glasgow, diharapkan dapat mewujudkan target Paris Agreement.

TECHNOLOGICAL RESET

- Adaptasi teknologi terakselerasi: *hybrid workplace*.
- Transformasi digital: penggunaan AI, manufacturing 4.0.

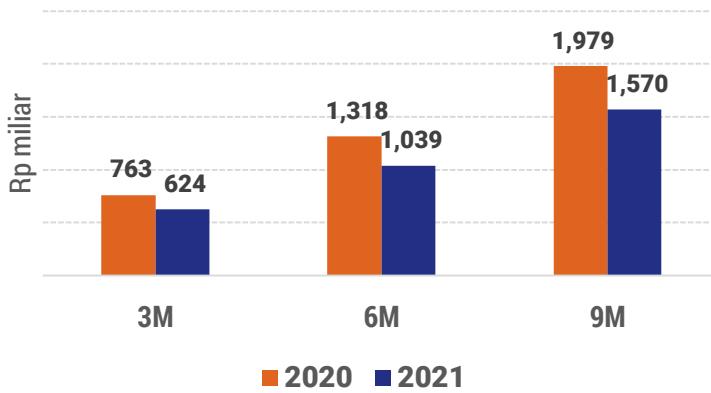
1) www.worldometers.info/coronavirus

2) World Bank

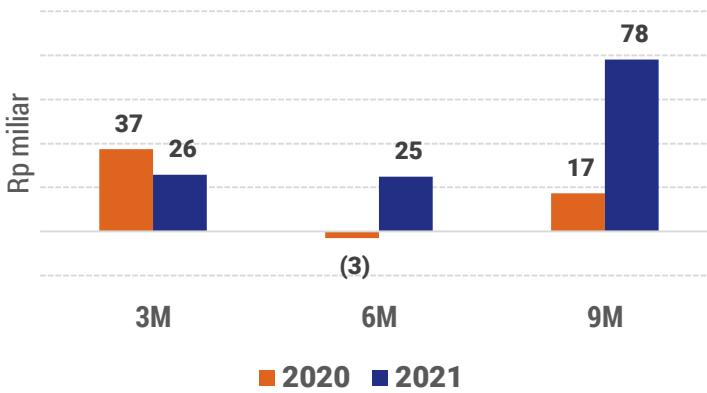
3) IMF

KINERJA KEUANGAN 9M - 2021

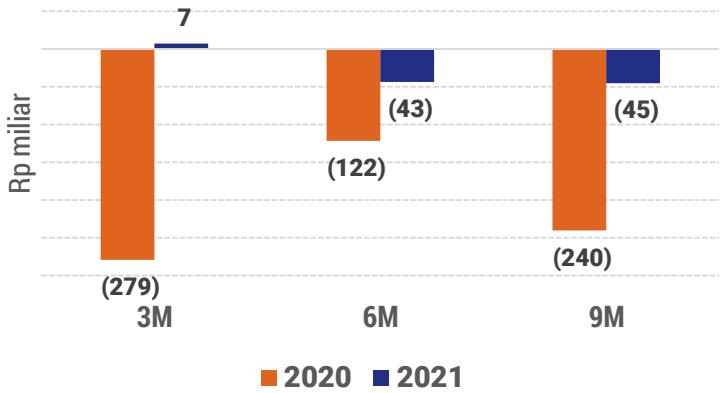
Pendapatan



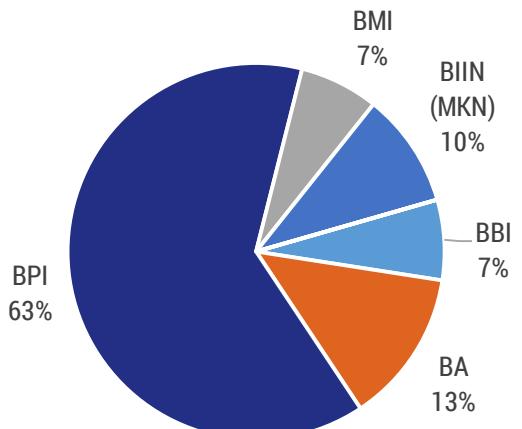
EBITDA



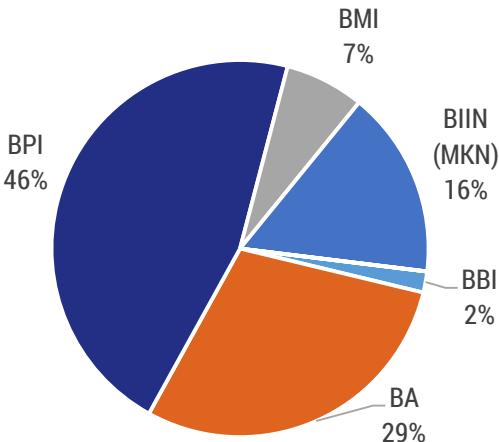
Net Income



Pendapatan 3Q 2020



Pendapatan 3Q2021



- Pandemi COVID-19 belum selesai dan dampaknya masih dirasakan oleh BNBR.
- Upaya efisiensi terus dilakukan dan mulai nampak hasilnya pada tahun 2021.

ON-GOING TASKS



Good Corporate Governance

Penyempurnaan pelaksanaan GCG secara berkelanjutan dengan berpegang pada Trimatra Bakrie.



Restrukturisasi Utang

Penyelesaian utang telah memasuki tahapan diskusi akhir dengan kreditur.



Proyek-proyek Eksisting

Proyek-proyek infrastruktur eksisting masih berjalan sesuai jadwal yang disepakati.



Bisnis Unit Usaha

Peningkatan efisiensi dalam pengembangan bisnis unit-unit usaha eksisting.



Kolaborasi

Melanjutkan kolaborasi dengan mitra eksisting (ie. Quantum Fund – Strategic Private Equity) dan mitra potensial lainnya (Strategic Partner).



Inkubasi & Akselerasi Start Up

Menginkubasi bisnis baru dengan memanfaatkan teknologi disruptif seperti electric vehicle, renewables, dan 3-D printing.

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