



ANNUAL PUBLIC EXPOSE

March 27, 2025

AGENDA

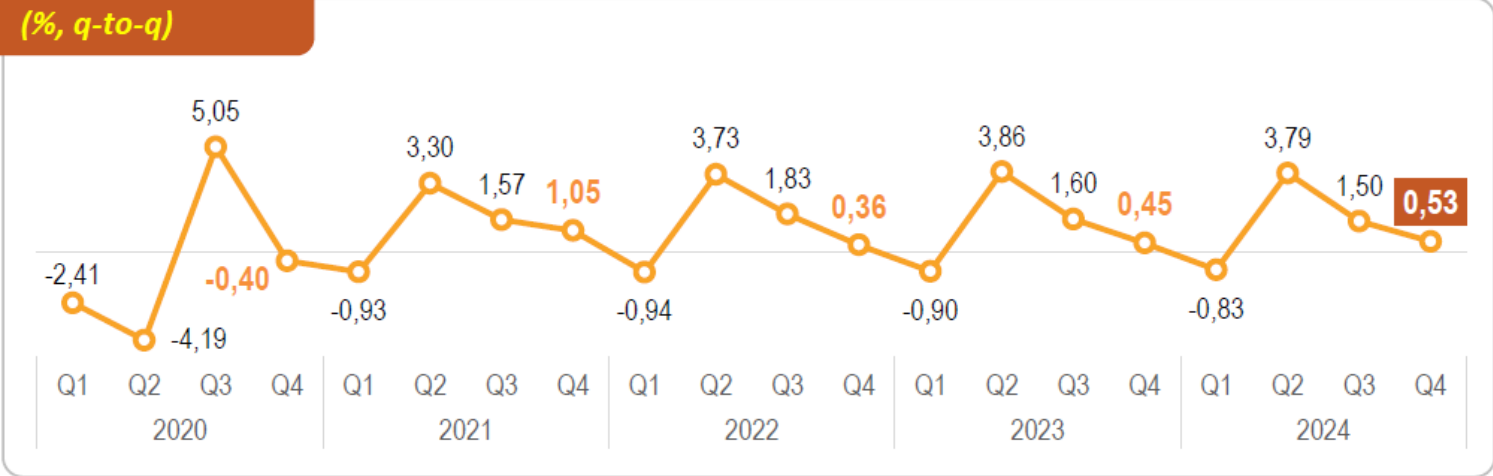
- Intro
- Financial Update
- BNBR Business
- Growth Strategy
- Strategic Initiatives
- Appendix



INTRO

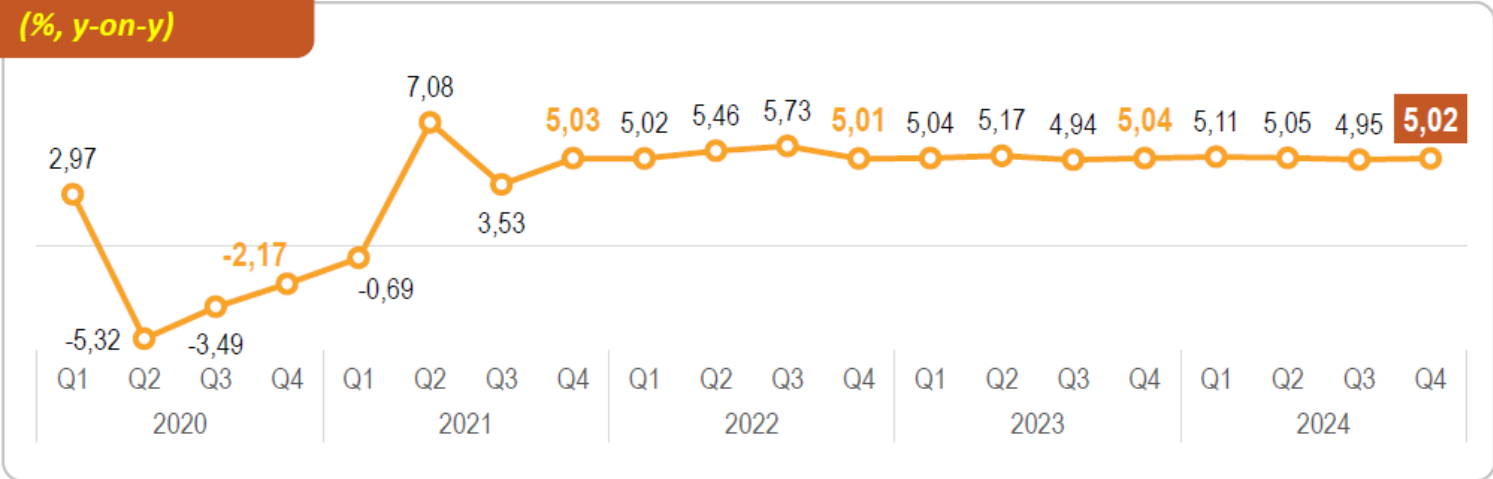
INDONESIA'S ECONOMY REMAINS STABLE

Laju Pertumbuhan Ekonomi
(%, q-to-q)



The Indonesian economy in Quarter 4-2024 grew 0.53% (q-o-q), lower than growth in the previous quarter.

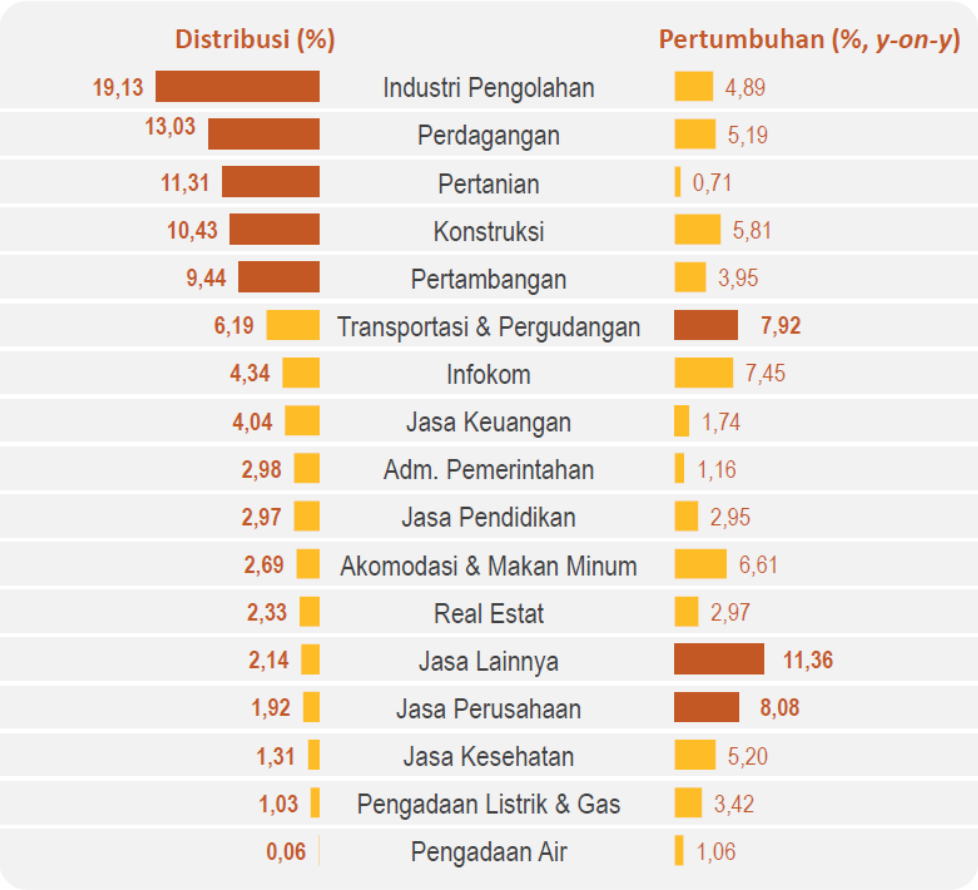
Laju Pertumbuhan Ekonomi
(%, y-on-y)



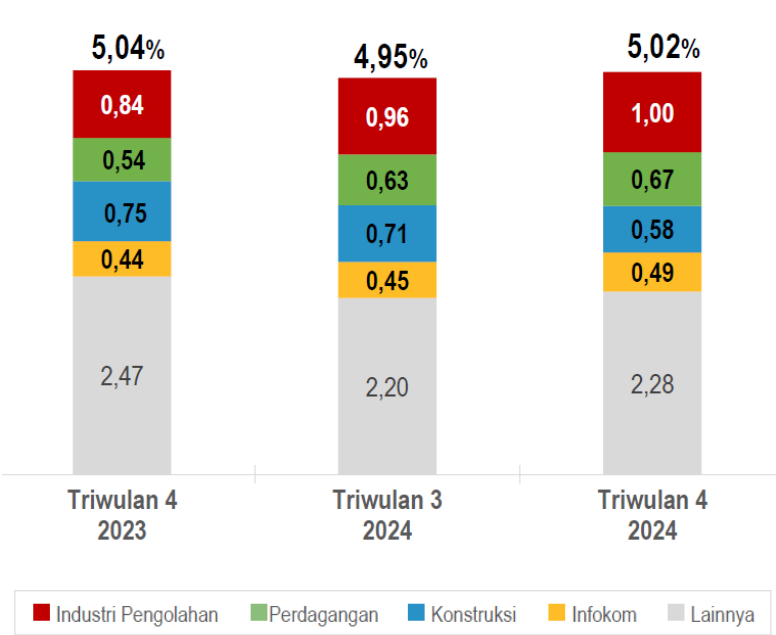
Indonesia's economy grew in a positive rate of 5.02% in Quarter 4 - 2024.

ALL INDUSTRIES GREW POSITIVELY

GDP Distribution and Growth Quarter 4 - 2024
by Industrial Origin



Indonesia Economic Growth Source Quarter 4 - 2024
by Industrial Origin



- Industries with largest contribution to economic - that are Manufacturing, Trade, Agriculture, Construction, and Mining.
- In the fourth quarter of 2024 (y-o-y), Manufacturing became the highest source of growth at 1.00%.

Source: BPS

INDONESIA'S GROWTH IN 2024

Developing countries are projected to grow above global economic growth and developed countries

Table 1.2 GDP Growth Rate and Inflation, %

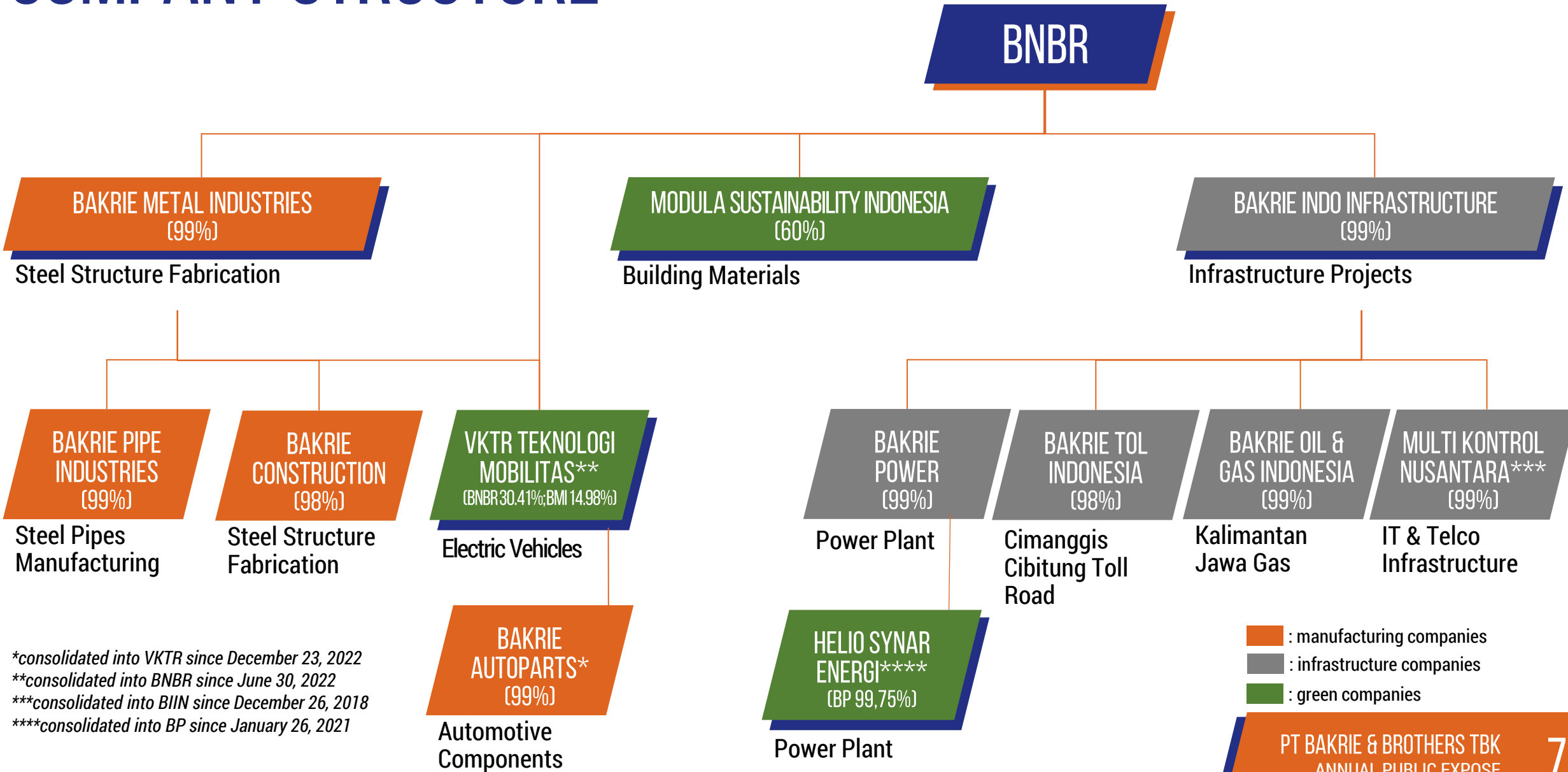
Growth in developing Asia remains solid, inflation further moderates.

	GDP Growth					Inflation				
	2023		2024		2025		2023		2024	
		Sep	Dec	Sep	Dec		Sep	Dec	Sep	Dec
Developing Asia	5.1	5.0	4.9	4.9	4.8	3.4	2.8	2.7	2.9	2.6
Developing Asia excluding the PRC	5.1	5.1	5.0	5.2	5.1	6.3	5.1	4.9	4.5	4.2
Caucasus and Central Asia	5.4	4.7	4.9	5.2	5.3	10.5	6.9	6.8	6.2	6.2
Kazakhstan	5.1	3.6	3.6	5.1	5.1	14.5	8.5	8.5	6.1	6.1
East Asia	4.7	4.6	4.5	4.2	4.2	0.6	0.8	0.6	1.3	1.1
People's Republic of China	5.2	4.8	4.8	4.5	4.5	0.2	0.5	0.3	1.2	0.9
Hong Kong, China	3.3	2.8	2.5	3.0	2.3	2.1	1.8	1.7	2.3	1.9
Republic of Korea	1.4	2.5	2.2	2.3	2.0	3.6	2.5	2.3	2.0	2.0
Taipei, China	1.3	3.5	4.0	2.7	2.5	2.5	2.3	2.2	2.0	2.0
South Asia	6.8	6.3	5.9	6.5	6.3	8.4	7.0	6.9	6.1	5.4
India	8.2	7.0	6.5	7.2	7.0	5.4	4.7	4.7	4.5	4.3
Southeast Asia	4.1	4.5	4.7	4.7	4.7	4.3	3.3	3.0	3.2	3.1
Indonesia	5.0	5.0	5.0	5.0	5.0	3.7	2.8	2.4	2.8	2.8
Malaysia	3.6	4.5	5.0	4.6	4.6	2.5	2.4	2.2	2.7	2.6
Philippines	5.5	6.0	6.0	6.2	6.2	6.0	3.6	3.3	3.2	3.2
Singapore	1.1	2.6	3.5	2.6	2.6	4.8	2.6	2.5	2.2	2.2
Thailand	1.9	2.3	2.6	2.7	2.7	1.2	0.7	0.5	1.3	1.2
Viet Nam	5.1	6.0	6.4	6.2	6.6	3.3	4.0	3.9	4.0	4.0
The Pacific	3.5	3.4	3.4	4.1	4.1	3.0	3.6	3.6	4.1	4.1

PRC = People's Republic of China, GDP = gross domestic product.

Indonesia's economy in 2025 is expected to grow steadily at around 5% with inflation under control at around 3%.

COMPANY STRUCTURE



HIGHLIGHT OF 2024 ACHIEVEMENTS



- **Steel pipe production increased by 10.49%** y-o-y, driven by significant increases in the retail, steel pole, and oil and gas segments.
- Improved performance as one of the impacts of BPI's involvement in Government projects.



- The average number of vehicles per day passing through Sections I and IIA reached **163,294 vehicles per day***.

**per February 28, 2025*



- Has brought in **3D printing construction machines** and conducted technical personnel training.
- Started construction of a **model house** in Lampung.



- Built **500 kWp solar rooftop PV** on the roof of BPI production facilities.



- Construction of **fiber optic network of 8.540 km** / a total of 327.622 homepass*.

**per March 2025*



- **Completion of VSI production facility in Magelang.**
- **64 electric bus** operating in Jakarta.
- Sales of 14 EV trucks and 6 EV forklifts in Indonesia.
- Market share domination in two commercial vehicles OEM, 100% in Mitsubishi and 60% in Hino.

FOCUS ON ESG

S



Social

BNBR consistently develops human resources through Bakrie Learning Center programs.

Community development is carried out collectively with other Bakrie group companies through the Bakrie Amanah foundation.

E



Environment

Each BNBR manufacturing business unit has an Environmental Management System (ISO 14001) certification.

Environmental management around the operational area is carried out by involving the authorized departments.

G



Governance

BNBR always prioritizes good corporate governance in carrying out its business.

BNBR routinely conducts assessments of the implementation of corporate governance of all its business units.

FOCUS ON SDGs

BNBR has mapped out several Sustainable Development Goals (SDGs) which have been in line with our commitments over the past few years and will continue to increase in the coming year.



Human Rights

- Formulation and implementation of the BNBR Code of Ethics and Business Conduct Policy.
- Commitment to comply with the law and fulfill the responsibility to pay taxes.
- Respect civil and political rights, as well as economic, social and cultural rights.



Labor Practices

- Provide a good working environment and social protection and support the practice of social dialogue.
- Support and manage Occupational Health and Safety (OHS).



Community Engagement and Development

- Making social investments through improving social aspects for the lives of people around BNBR.
- Engage in actions to improve the quality of education for employees and communities around BNBR.



Gender Equality

- Providing equal and equal opportunities for everyone to become employees, receive training, and develop a career in the BNBR group.
- Support individual development.



Environment

- Implementation and management of environmental risks.
- Sustainable and environmentally friendly business development, including electric buses and renewable energy.



Sustainable Industry

- Support sustainable industrial development, innovation and infrastructure.
- Supporting innovation towards the realization of Manufacturing 4.0.



Inclusive City

- Support the provision of environmentally friendly urban public transportation.
- Support the resolution of housing backlog problems in Indonesia.



Consumer Issues

- Provide customer service, support and dispute resolution.
- Provide clear and useful user information for each product and service.

BNBR IS EVOLVING INTO SUSTAINABLE BUSINESS



- Backed by over 40 years of experience in the automotive industry.
- One of the pioneers of EV in Indonesia.
- Business focus on electrification.
- Owner of leading EV brands with industrial integrator plan in the pipeline.



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



- Backed by over 30 years of experience in the building materials industry.
- Solution provider for housing backlog problems.
- Proven prefab housing designs and productions.
- Has invested in the latest 3-D printing technology in construction.



SUSTAINABLE BUSINESS

PT VKTR TEKNOLOGI MOBILITAS TBK



64 Buses

Under operation

210 Km

Average distance
per day

31 Months

Of operation

7.7 million km

Total mileage
accumulation

+10 juta

Passengers

~7.500 ton

Estimated
CO₂ savings*

=

~350 ribu

trees planted

=

75%

Fuel efficiency
Estimated 2.8 million liter fuel
savings*

*From 64 operating buses for 7.7 million km, as of November 2024

SUSTAINABLE BUSINESS

PT HELIO SYNAR ENERGI



Solar PV



Aimed to realize industrial decarbonization and energy efficiency



As of 2024 installed capacity reached over 2.85 MWp complemented by an 840 kWh battery



Annual reduction of 1,244 tons of CO₂ emissions

EV Charger



Aimed to electrify its customers' vehicles



As of 2024 installed capacity reached over 4,000 kW



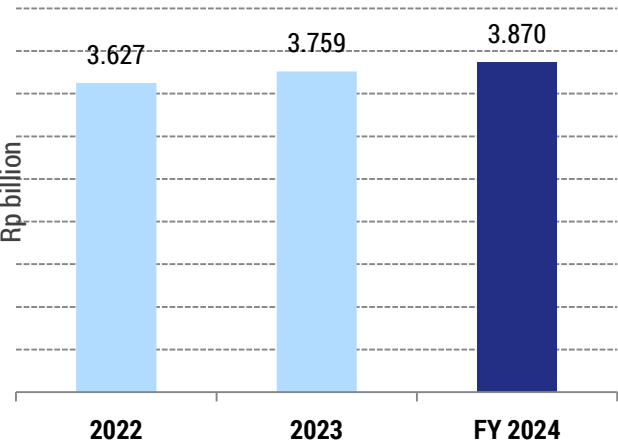
Annual reduction of 1,600 tons of CO₂ emissions



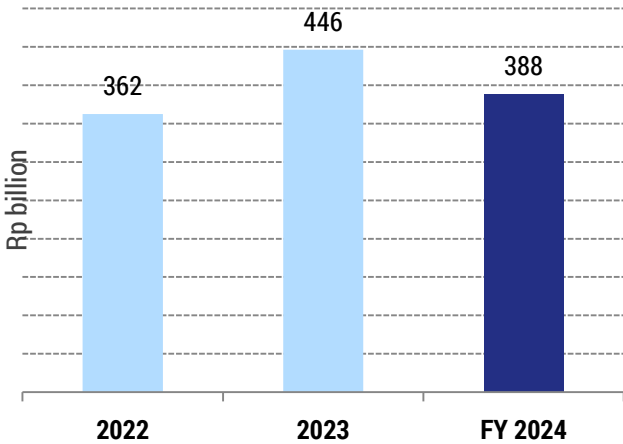
FINANCIAL UPDATE

FINANCIAL PERFORMANCE FY-2024 (1)

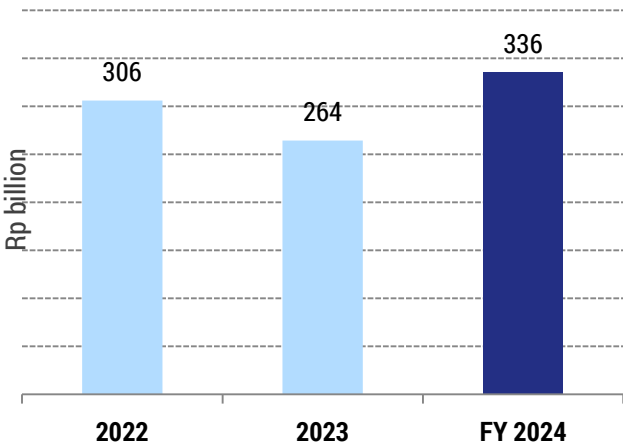
Revenue (y-o-y)



EBITDA (y-o-y)



Net Income (y-o-y)

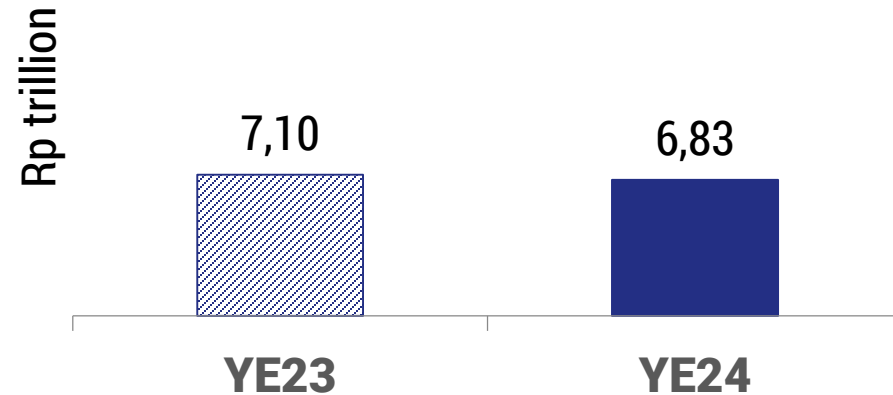


In 2024 BNBR succeeded in maintaining positive performance y-o-y.

FINANCIAL PERFORMANCE FY-2024 (2)

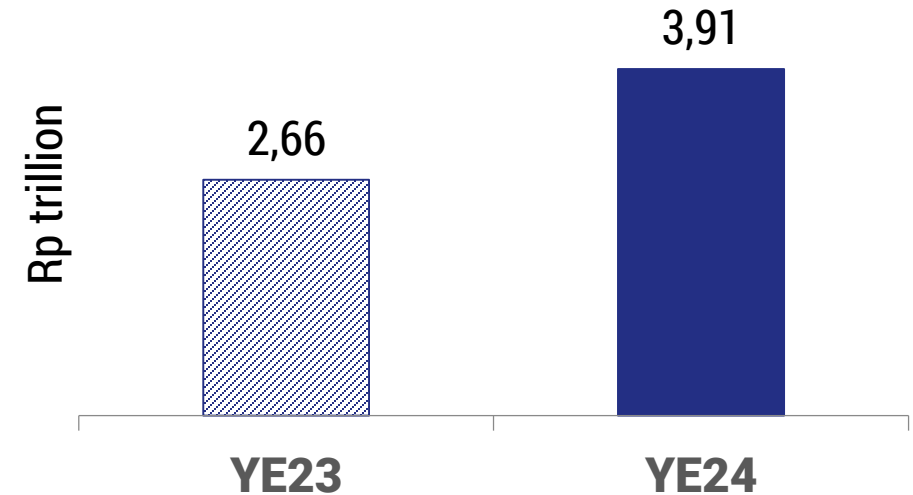
Balance Sheet

TOTAL ASSET



- **Assets** decreased at the end of 2024 due to the decrease of cash and cash equivalents in relation with usage of VKTR's IPO fund..

EQUITY

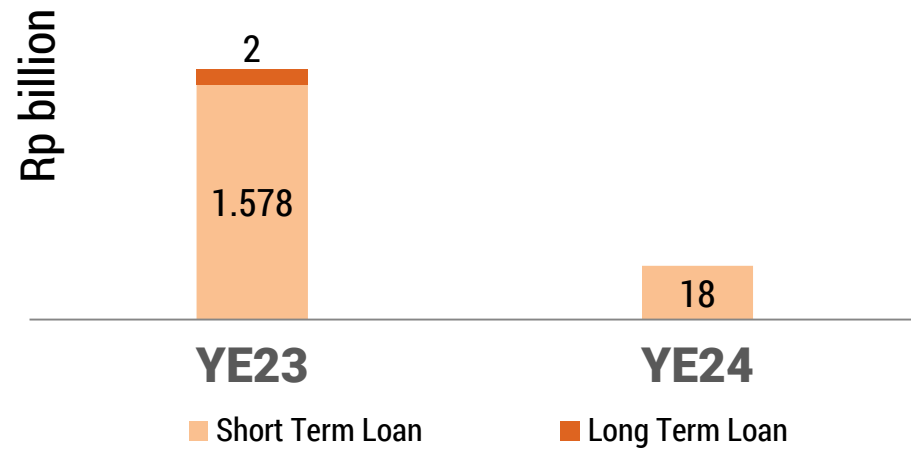


- **Equity** increased at the end of 2024 due to debt settlements through conversion into Company shares.

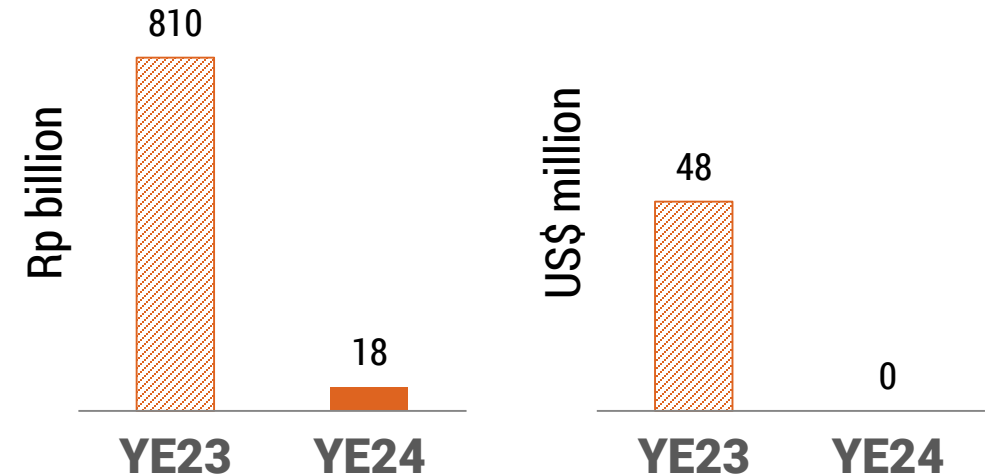
DEBT POSITION AND COMPOSITION

Parent Only

TOTAL LOAN



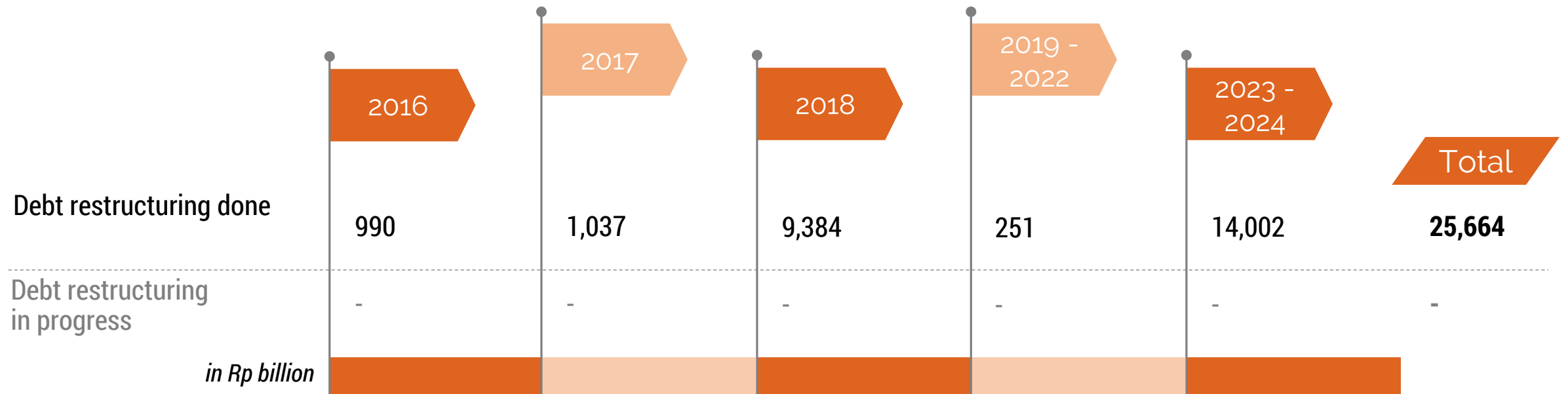
TOTAL DEBT RUPIAH AND US DOLLAR



DEBT RESTRUCTURING

Parent Only

- Company's effort to revitalize its balance sheet has shown positive signs.
- Company has completed its debt restructuring efforts with remaining creditors in end of 2024



GENERAL CONDITION OF THE COMPANY

Quasi Reorganization of the Company is Effective on August 22, 2024:

Based on the Deed of the Company's Meeting Resolution No. 23 dated July 5, 2024, made before Humberg Lie, S.H., S.E., M.Kn., Notary in North Jakarta, which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia ("MOLHR") based on Decree No. AHU-0052501.AH.01..02.Tahun 2024 dated August 22, 2024 and has been notified to and accepted by the MOLHR based on Letter of Acceptance of Notification of Amendment of Articles of Association No. AHU-AH.01.03-0184937 dated August 22, 2024 and announced in the State Gazette of the Republic of Indonesia (BNRI) No. 90 dated November 8, 2024 and Supplement to BNRI No. 035787 ("**Deed No.23/2024**").

GENERAL CONDITION OF THE COMPANY

Financial Position of the Company After Effective Quasi Reorganization

(in million rupiah)

Description	Per December 31, 2024	Per December 31, 2023	Changes	%
Asset				
Total Current Assets	3.629.104	3.943.916	(314.812)	-8%
Total Non-Current Assets	3.200.385	3.157.690	42.695	1%
Total Asset	6.829.489	7.101.606		
Liabilities				
Total Current Liabilities	2.150.564	3.956.596	(1.806.032)	-46%
Total Non-Current Liabilities	767.259	484.347	282.912	58%
Total Liabilities	2.917.823	4.440.943		
Equity				
Issued and fully paid capital	4.764.178	23.675.988	(18.911.810)	-80%
Additional paid-in capital	(1.750.758)	(2.504.322)	753.564	30%
Other equity components	(86.138)	538.536	(624.674)	-116%
Retained Earnings/(Deficit)	327.590	(19.532.286)	19.859.876	102%
Non-controlling interests	656.794	482.747	174.047	36%
Total Equity	3.911.666	2.660.663		
Total Liabilities and Equity	6.829.489	7.101.606		

Financial Ratios	Per December 31, 2024	Per Desember 31, 2023	Changes	%
Total Current Assets/Total Current Liabilities (%)	168,75%	99,68%	69%	69%
Total Asset /Total Liabilities (%)	234,06%	159,91%	74%	46%
Total Liabilities/Equity (x)	0,75 X	1,67 X	-0,92 X	-55%

CAPITAL INCREASE WITH NPR DECEMBER 2024

- Extraordinary General Meeting of Shareholders of PT Bakrie & Brothers Tbk (“The Company”) held on November 28, 2024 (“EGMS”) has approved Capital Increase with Non Preemptive Rights (“NPR”) with adherence to OJK Rule No.32/POJK.04/2015 through issuance of 13,359,375,000 (thirteen billion three hundred fifty nine million three hundred seventy five thousand) Series E ordinary shares with a nominal value of IDR12 (twelve Rupiah) per share (“New Shares”) or 7.70% (seven point seven zero percent) of the Company’s issued and paid-up capital after the NPR.
- All of the New Shares will be subscribed by Eurofa Capital Investment Inc. and Silvery Moon Investment Ltd., which are not affiliate parties of the Company.
- Before the execution of capital increase with NPR the Company issued and fully paid capital was as much as 160,057,457,509 shares and after the execution of capital increase with NPR its total increased to 173,416,832,509 shares or amounting to IDR4,764,177,722,771 (four trillion seven hundred sixty four billion one hundred seventy seven million seven hundred twenty two thousand seven hundred seventy one Rupiah).

DEBT SETTLEMENT

- **Silvery Moons Investments Ltd:** On July 30, 2024 the Company has partially settled the loan. On September 30, 2024, the Company and SMIL entered into a Settlement Agreement that the balance of the Company's debt of Rp105.0 billion will be settled in a non-cash manner which has been converted into shares of the Company in December 2024. As of December 31, 2024, the balance of this loan amounted to nil.
- **Levoca Enterprise Ltd:** On July 11, 2024, the Company has settled all liabilities to Levoca.
- **PT Tambara Tama Mandiri:** On January 28, 2022, the Company acted as Guarantor for VKTR in order to obtain a loan facility from PT Tambara Tama Mandiri (TTM) amounting to USD6.7 million or equivalent to Rp97.2 billion. On July 11, 2024, the Company has settled all liabilities to TTM.
- **Surat Sanggup (Promissory Notes – PN) Series II :** On February 9, 2012, the Company together with certain parties, signed an Agreement on the Issuance of Series II Promissory Notes with a nominal amount of Rp2.6 trillion. On December 27, 2024, PT Danpac Futures and PT Asjaya Indosurya Securities transferred the Promissory Notes No. BNBR-PN004-II/2012 and No. BNBR-PN005-II/2012 totaling Rp75.6 billion to Piper Price & Company Ltd (PPC). On December 31, 2024, PPC and the Company entered into a settlement agreement to offset the outstanding receivables and Promissory Notes transferred to PPC. After the settlement, PPC and the Company no longer have obligations to the other party.
- **Surat Sanggup (Promissory Notes – PN) Series I:** On February 9, 2012, the Company, together with certain parties, signed an Agreement on the Issuance of Series I Interest-free Promissory Notes with a nominal amount of Rp642.2 billion. On December 27, 2024, PT Asjaya Indosurya Securities transferred the Promissory Note No. BNBR-PN007-I/2012 amounting to Rp7.1 billion to Levoca. On December 31, 2024, PPC and the Company entered into a settlement agreement to offset the outstanding receivables and Promissory Notes transferred to PPC. After the settlement, PPC and the Company no longer have obligations to the other party.



BNBR BUSINESS

BUSINESS UNITS



- Has partnered with BYD Auto and launched electric buses at the IMF event in Bali in 2018, and has succeeded in selling 64 electric buses, 14 electric trucks, and 6 electric forklifts in Indonesia.
- Has successfully carried out an initial public offering (IPO) on the Indonesia Stock Exchange in June 2023.
- Committed to supporting the green energy transition through developing transportation with Net-Zero-Emission.



- Has the capacity of developing power plants, currently developing various power plants with new and renewable energy.
- Help customers transition into a greener energy portfolio by providing renewable energy generation, EV charging, and energy efficiency solutions.
- Has developed solar PV power plants for utility and commercial & industrial customers.



- Pioneer of gray & ductile casting iron products for OEM automotive components in Indonesia.
- Main supplier of automotive components for commercial vehicles such as Mitsubishi and Hino in the domestic market.
- Planning expansion into the passenger vehicle and raft components market to develop its business in the near future.



- Specializing in steel fabrication and civil engineering services to diversified sectors, has produced bridges with a total length of over 26 km.
- Extensive experience in handling major EPC projects for offshore and onshore facilities.
- Produces small to large steel pipes for oil & gas distribution, construction and water pipe.
- Held significant portion of local pipe market share with major oil & gas customers. In the 2017 -2020 period, one out of three new electricity poles in Indonesia was produced by a BMI subsidiary.



- Bakrie Oil & Gas Infrastructure; specializing in gas pipeline infrastructure, currently operating 200km offshore gas pipeline.
- Bakrie Toll Indonesia; specializing in developing toll road, currently constructing 26 km urban toll road.
- Multi Kontrol Nusantara has the capacity in infrastructure development in the field of information and communication technology.

VKTR TEKNOLOGI MOBILITAS



2018 <ul style="list-style-type: none">Announced partnership with BYD with product launch at IMF / World Bank Conference	2020 <ul style="list-style-type: none">Completed trials in Jakarta and BaliCompleted homologation process	2022 <ul style="list-style-type: none">1st delivery of 30 EV bus for TransJakartaBakrie Autoparts becomes part of VKTR	2024 <ul style="list-style-type: none">First and only company to fulfill the 40% TKDN requirement for the 12m bus
2019 <ul style="list-style-type: none">Contributing for issuance of Presidential Decree No.55 on BEVSecuring partnership with stakeholders	2021 <ul style="list-style-type: none">Sold 30 units of EV busses to Transjakarta	2023 <ul style="list-style-type: none">Listed on the Indonesia stock exchange (Ticker: VKTR)2nd delivery of EV bus (22)Delivery of the first unit EV bus to client in private sector	



HELIO SYNAR ENERGI

Solar PV Business



Solor Barat (East Nusa Tenggara)



Selayar (South Sulawesi)



Oil & Gas Company (South Sumatera)



Nule (East Nusa Tenggara)



Kei Besar (Maluku)



PT Bakrie Pipe Industries (Bekasi)



PT Braja Mukti Cakra (Bekasi)

EV Charging Business



Pool Operator TransJakarta (Sinarjaya)



Riau Andalan Pulp & Paper (Sumatera)



Bakrie Tower (Jakarta)



Soekarno Hatta Airport (Jakarta)



HM Sampoerna (Surabaya)



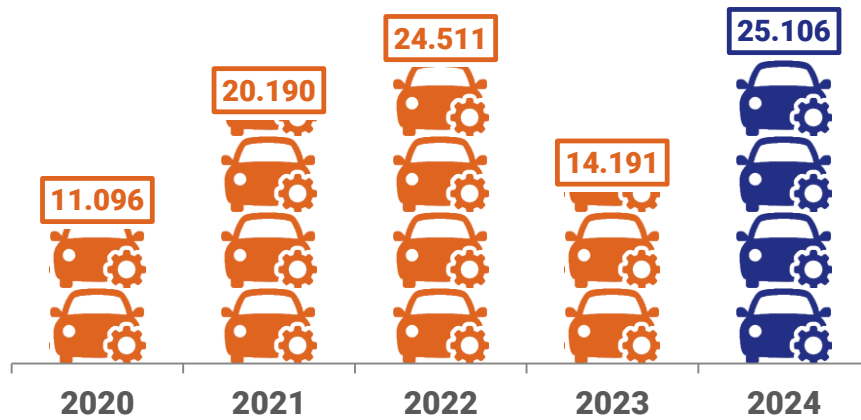
UGM (Yogyakarta)



Brantas Abipraya & PUPR (IKN)

BAKRIE AUTOPARTS

SALES VOLUME [METRIC TON]



**not including sales from BMC which is counted per piece*

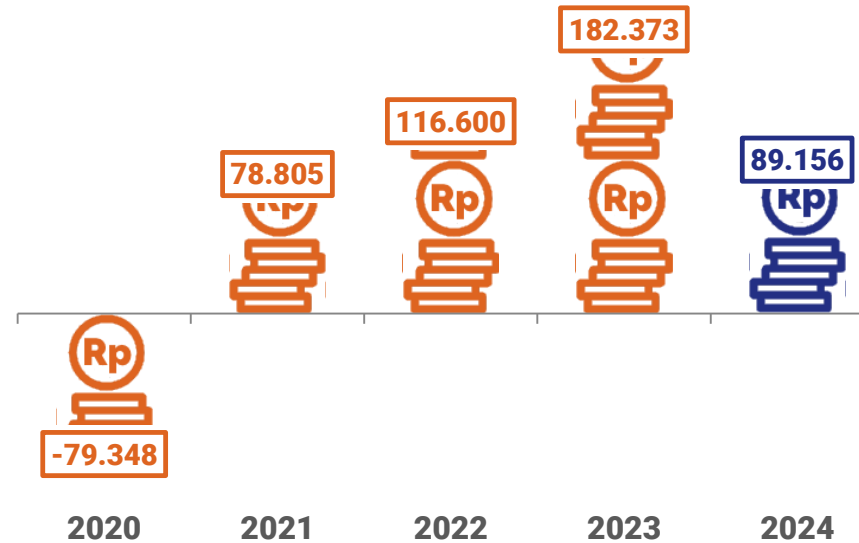
Product

- OEM supplier for automotive components.
- Sales composition consists of 89,7% automotive components and 10,3% general casting.

Performance

- Sales volume increased again in 2024 after declining in 2023.
- BA continues its effort to increase its product portfolio with higher margin automotive components and continue to develop the general casting market.

EBITDA [MILLION RUPIAH]



Prospect

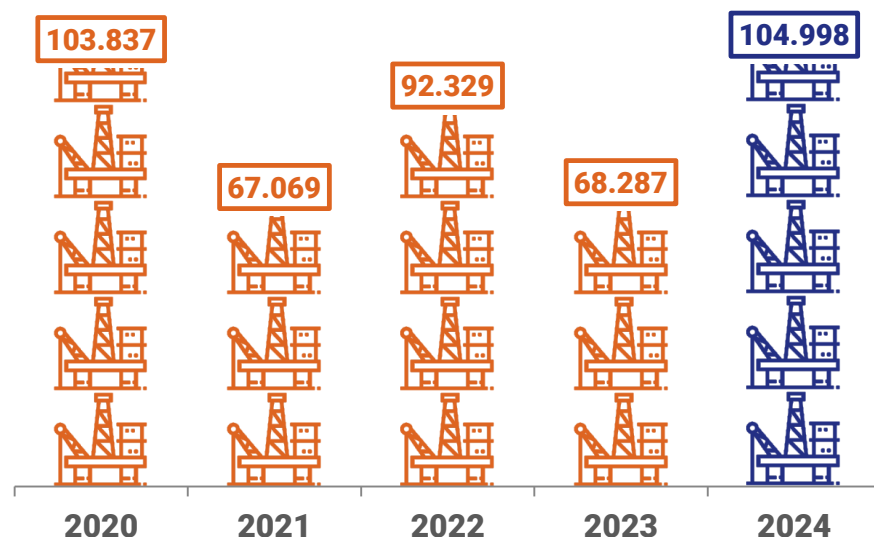
- In 2024 sales of motor vehicles is reached approximately 866 thousand unit, decreasing if compared to 2023 sales of 1.00 million unit. ⁽¹⁾
- To further improve its performance, BA plans to tap into passenger vehicle market which until December 2024 contributed up to 78% of domestic market share. ⁽¹⁾

(1) GAIKINDO

BAKRIE METAL INDUSTRIES

STEEL STRUCTURE FABRICATION & STEEL PIPES MANUFACTURING

SALES VOLUME [METRIC TON]



**does not display the production of steel structures in the oil and gas sector which is calculated in man-hour units*

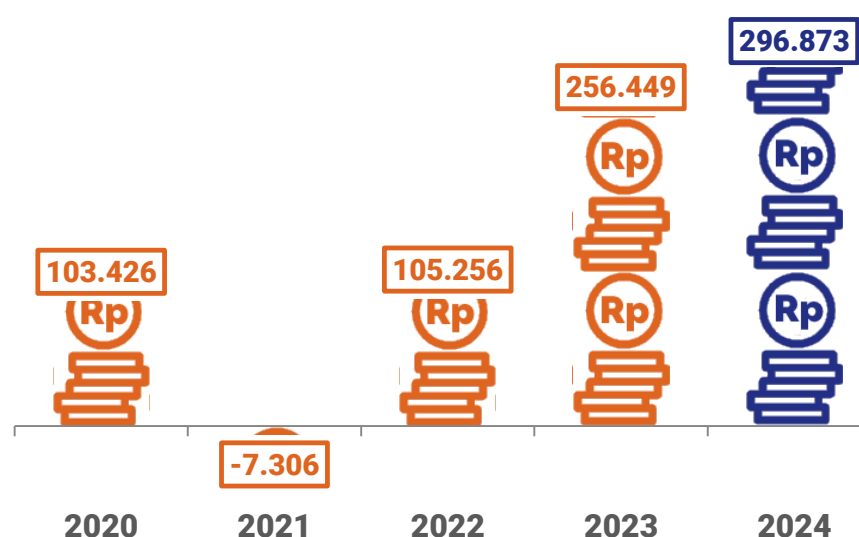
Product

- Services for steel construction, EPC, and a producer for pipes with diameter ranging from 0,5in to 48in.
- Sales composition of products and services are 46% in oil & gas sector and 54% in non-oil & gas.

Performance

- Oil and gas sector construction work for Medco E&P Grissik Ltd and PT Pertamina Hulu Rokan.
- Construction work on Jakarta LRT Phase 1B (Velodrome-Manggarai) and two TransJakarta pedestrian bridges (JPO).

EBITDA [MILLION RUPIAH]



Prospect

- World Bank predicted prices of energy commodities, in particular crude oil and natural gas, will remain stable and gradually increased until 2030.
- Penetrate further to non-OG market given booming infra sector, as well as broadening captive OG market.
- Crude oil prices continued to decline in 2024 to US\$78.7 per barrel, compared to US\$97.1 and US\$80.8 in 2022 and 2023, respectively. ⁽¹⁾

⁽¹⁾ World Bank



GROWTH STRATEGY

MANUFACTURING & INFRASTRUCTURE BUSINESS UNITS

BAKRIE AUTOPARTS

- Increase of production capacity utilization.
- Expand further into production of passenger vehicle components and after sales market.
- Increase of non-automotive segment.

BAKRIE METAL INDUSTRIES

- Capacity expansion in EPC segment.
- Increase in non oil & gas steel structure segment, including construction of bridges, sosrobahu, and guardrail.
- Increase of non oil & gas pipes capacity for national construction such as roads and power generator, as well as electricity poles.
- Revitalization of existing facilities to increase capacity and productivity.
- Development of recurring income projects for steel fabrication businesses, especially bridges.
- Construction of a jetty at the Lampung site for logistics efficiency.
- Development of integrated steel pipe production at the Lampung site.

MANUFACTURING & INFRASTRUCTURE BUSINESS UNITS

BAKRIE POWER / HELIO

- Accelerate the transition from electricity generation using fossil fuels to electricity generation using new and renewable energy.
- Developing solar power plants in several factories and facilities of BNBR and other Bakrie groups.
- Development of charging stations for electric vehicles.

VKTR

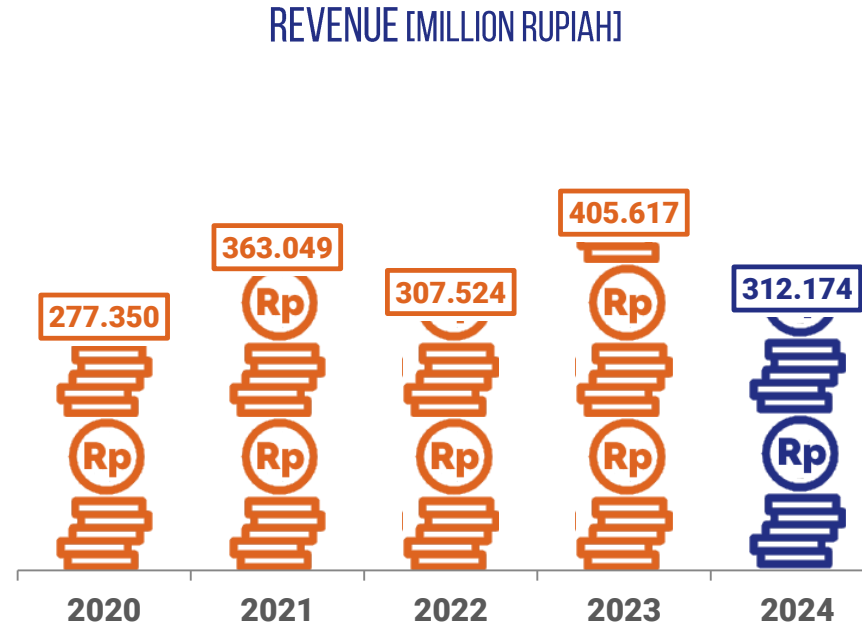
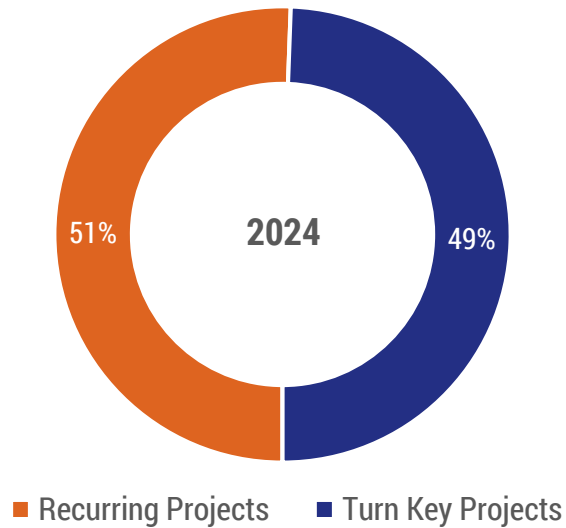
- Expanding the supply market for electric buses and other electric commercial vehicles to various regional governments, government agencies and the private sector.
- Entering the field of assembly and manufacturing specifically for electric buses and other electric vehicles.
- Carrying out research and development (R&D) to create breakthroughs in the field of electrification and supporting technology for electric vehicles.



STRATEGIC INITIATIVES

INFRASTRUCTURE PROJECTS

PT Multi Kontrol Nusantara



- Contribute to government programs for equal distribution of internet connectivity in rural, suburban and 3T (Outermost, Frontier and Disadvantaged) areas.
- Built a Fiber Optic cable network with a length of >8,000 km and also an FTTH (Fiber To The Home) network with a total of >320,000 home passes throughout Indonesia.
- Implementation of Internet of Things services in Java and Kalimantan.
- Develop applications based on Artificial Intelligence and Machine Learning technology to accelerate the availability of a more efficient and productive Digital Economy.

INFRASTRUCTURE PROJECTS

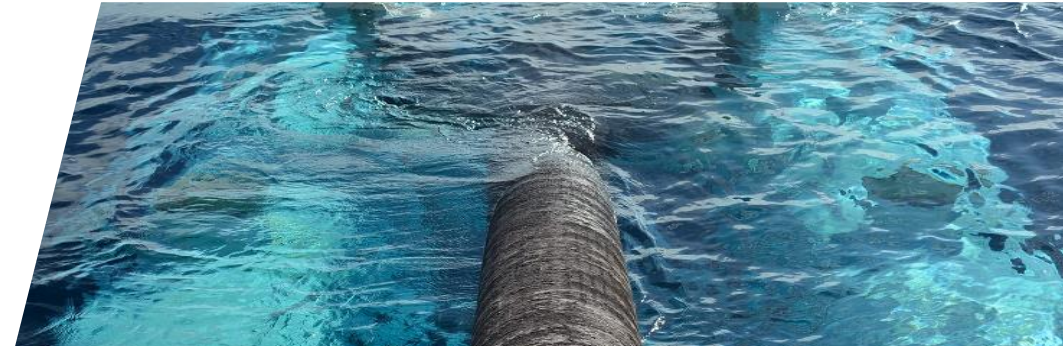
Kalija Pipeline

Kalija Pipeline Kepodang – Tambak Lorok

- Collaborating with PT Perusahaan Gas Negara Tbk (PGN) to transport gas from the Kepodang field (Muriah gas field owned by Petronas) to Tambak Lorok PLTG.
- Currently operating and flowing a certain amount of gas.

Kalija Pipeline Bontang - Banjarmasin

- The Trans Kalimantan Gas Pipeline Project, in which consists of East Kalimantan – South Kalimantan transmission pipe segment, is included in Perpres no 18 year 2020 concerning National Medium-Term Development Plan (RPJMN) 2020-2024.



INFRASTRUCTURE PROJECTS

Cimanggis-Cibitung Toll Road

- Collaborating with PT Waskita Toll Road (a subsidiary of PT Waskita Karya Tbk).
- This toll road has started operating on November 10, 2020, starting with Section I (Junction Cimanggis - On / Off Ramp Jatikarya) and is connected to the Cinere-Jagorawi toll road and Jagorawi toll road. Section IIA has also started operating in July 2023.
- Land acquisition progress has reached 98.63% and construction has reached 100%, and has been fully operational and tariffed since August 2, 2024.
- Up until February 28, 2025, average number of vehicles passing through Section I and IIA reached 163,294 vehicles per day.





APPENDIX

8 DECADES OF BUSINESS VENTURE

1942 – 1962

- Established as a general merchant and commissioner agent.
- Pioneered Indonesia's steel manufacturing industry.

1973 – 1989

- Expanding the company's business field to steel structure construction, metal fabrication and other infrastructure projects.
- Establishment of PT Bakrie Building Industries.
- Establishment of PT Bakrie Tosanjaya which later changed its name to PT Bakrie Autoparts (BA)).
- IPO of PT Bakrie & Brothers ("BNBR").

1990 - 1996

- Bakrie Pipe Industries became the first Indonesian company to receive an ISO 9002 certificate.
- Obtaining a fixed wireless service operating license.

2002 - 2003

- SEAPI's main participation in the gas transmigration pipeline project of PT Perusahaan Gas Negara.

2004 - 2006

- Conducting pre-emptive rights (HMETD) or Right issue of Rp 1.9 trillion to restructure debt in pipe companies, invest in telecommunications business, re-acquire Bakrie Sumatera Plantations (BSP) and increase working capital.
- Won the tender for the Kalimantan-Java gas pipeline worth US\$ 1.26 billion.

2007 - 2008

- The Plus-Bakrie-Global consortium won the Cimanggis-Cibitung toll road tender worth Rp 3.2 trillion.
- Right issue of Rp40.1 trillion, issuance of warrants of Rp2.9 trillion.
- Establishment of PT Bakrie Indo Infrastructure (BIIN).
- Transformation of PT Bakrie Corrugated Metal Indonesia (BCMI) into PT Bakrie Metal Industries (BMI).

2009 - 2010

- Establishment of Bakrie Energy International, which is engaged in the fuel business, as a cash generating investment.
- SPA signing with Vallar, UK - worth US\$844 million.

2011 - 2012

- BNBR completed revitalization, including quasi reorganization.
- The Bakrie Group formed a strategic partnership with BORN and reduced debt by US\$ 1 billion.
- The signing of the Gas Transportation Agreement (GTA) for the Kepodang-Tambak Lorok segment.

2013 – 2015

- The Kalija - 1 infrastructure project was completed in 2015 and began operating in 2016.
- The Cimanggis-Cibitung toll road infrastructure project began.

2016 – 2017

- The Cimanggis-Cibitung Toll Road Project continues the land acquisition and completes phase 1 construction.
- The first phase of the Kalija project is fully operational. Gas transportation operates according to the GTA.

2018 – 2021

- The signing of a memorandum of understanding with BYD Auto China for the development of the electric vehicle industry in Indonesia.
- Signing of a memorandum of understanding with China Railway International Group.
- Debt restructuring to creditors done through Non Preemptive Rights Issue (NPR).
- The Bakrie - BYD electric bus has passed all tests and started to be operated by Trans Jakarta.

2022 – 2024

- Invested in 3D printing construction technology by forming a Joint Venture between Bakrie & Brothers (Modula) and COBOD international.
- IPO of PT VKTR Teknologi Mobilitas ("VKTR") at the Indonesia Stock Exchange.
- BNBR's quasi reorganization became effective on August 22, 2024

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