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**Risk Odyssey:**  
Engineering Momentum,  
Building a Resilient Risk DNA

# Climate Transition Plan: Rebuilding Strategy for Resilient Growth

PT TBS Energi Utama, TBK



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Climate risk is **financial risk** — and we need a clear strategy to future-proof the business and unlock low-carbon growth.



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Our Vision for a Sustainable Future:

# TBS2030 Overview

TBS2030 embodies our transformation toward a sustainable future—driving environmental responsibility, empowering people, upholding trust, and advancing toward carbon neutrality by 2030.

### Thriving Environment



Climate Change

Land & Biodiversity

Water Stewardship

**Flagship Goal:**  
**Carbon Neutrality**  
**by 2030**

### Empowered People



Community  
Empowerment

Health, safety &  
wellness

Inclusion & diversity

Talent attraction &  
development

### Trusted Partner



Business ethics &  
conduct

Responsible acquisition,  
investment & divestment

Disclosure transparency



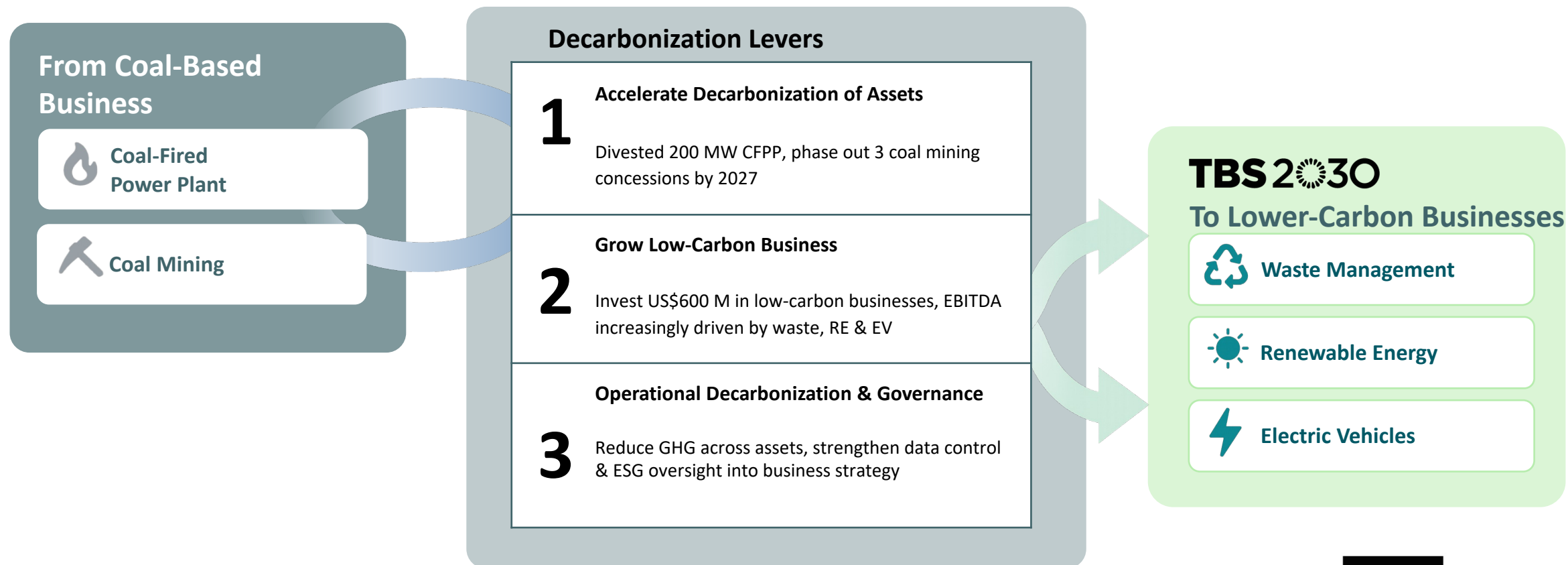
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## Shifting the Core: Responsibly Phasing Out Coal and Building a New Low-Carbon Portfolio



## Anchored in Governance, Transparency, and Disciplined Execution

### Governance & Credibility

- 1 ESG Committee Oversight
- 2 Climate Risk & Enterprise Risk Management Integration
- 3 Limited assurance on GHG & Energy Data

### Partnership Opportunities

- ▶ Seeking Strategic Sustainability- Linked Financial Instruments
- ▶ Co-Investing in Regional Waste, RE & Green Mobility Ecosystems
- ▶ Sharing Learnings and Advocating for Scalable Transition Pathways



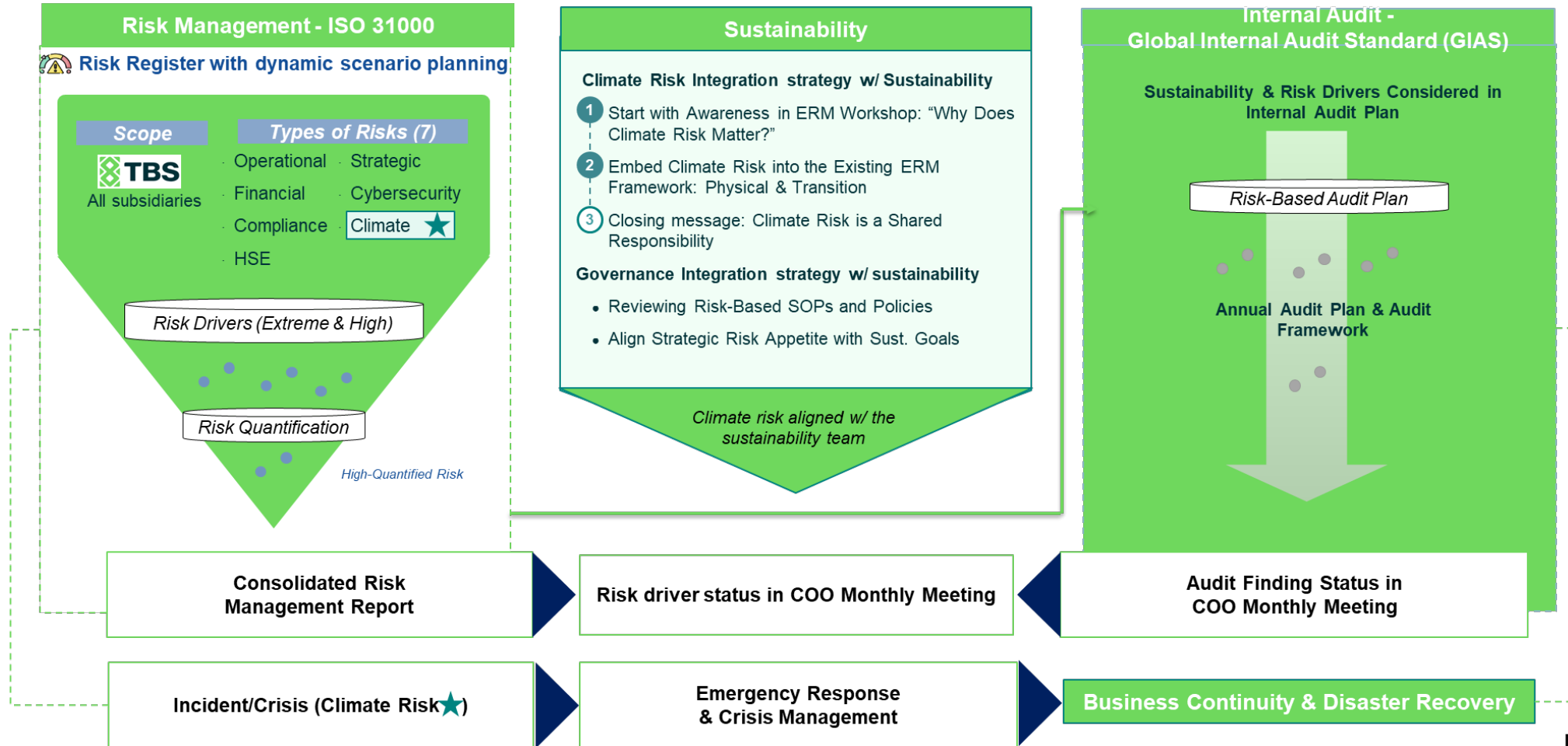


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# Climate Risk & ERM Integration: Partnership between Risk, Internal Audit & Sustainability



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## Refining Risk Focus: 314 Identified, Material Climate Risks Prioritized For Action

### Identify full universe of risk

- Assessment of peers, academic literature, and sector/national reports to identify full universe of potential risks to TBS

### Preliminary Filtering to Identify Potential Impact on TBS

- Assesses risks based on their potential to affect operations, reputation, or financial performance.

### Analyze Risk Across 3 Climate Change Scenarios

- How each risk could play out under different levels of temperature rise

### Prioritize Material Risks for Management

- Material risks identified, along with necessary measures to manage them.

## Exploring Future Climate Pathways: Scenario-Based Strategy Resilience

**Scenario 1, Speedy Net Zero (SNZ) - SSP1-2.6:** This scenario assumes global temperatures rise below 2 C by 2100, in line with the Paris Agreement.

- In this scenario, TBS's transition away from high-carbon business units will continue to be crucial to maintaining its competitiveness. The completed CFPP divestment, alongside investments in renewable energy, EV and waste management will help TBS capitalize on the opportunities presented by a low- <2 carbon economy

**Scenario 2, Slow and Steady (S&S) - SSP2-4.5:** A moderate scenario where temperatures rise between 2°C and 3°C by 2100 due to limited mitigation efforts.

- The Slow and Steady scenario envisions a more gradual transition to a low-carbon economy, with decarbonization effort picking up speed after 2040. Under this scenario, both physical and transition risks become more material by the mid-to long-term.

**Scenario 3, Hot House World (HHW) - SSP5-8.5:** A worst-case scenario with temperatures rising over 3°C by 2100, reflecting minimal action to mitigate emissions.

- Under this scenario, the resilience of TBS's strategy depends heavily on its ability to adapt to extreme physical risks. The company has already begun implementing flood defenses and fire management systems, but further investments in resilience will be necessary if global climate action remains weak.

Scenarios are useful to test possible future outcomes under a specific set of conditions. This methodology enables TBS to:

- Identify possible future threats or opportunities
- Define trigger points to set contingency plans in motion
- Validate strategy against a set of scenarios
- Continuous monitoring and adjustment



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# No transition is straightforward — we move with intent & informed judgment



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# Thank you



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