

A blue-tinted background image of a mining site. In the foreground, a large yellow mining truck is visible with 'sis', 'DT-0123', and 'FMC' on its side. In the background, there are other mining vehicles and a large excavator working on a steep, rocky slope.

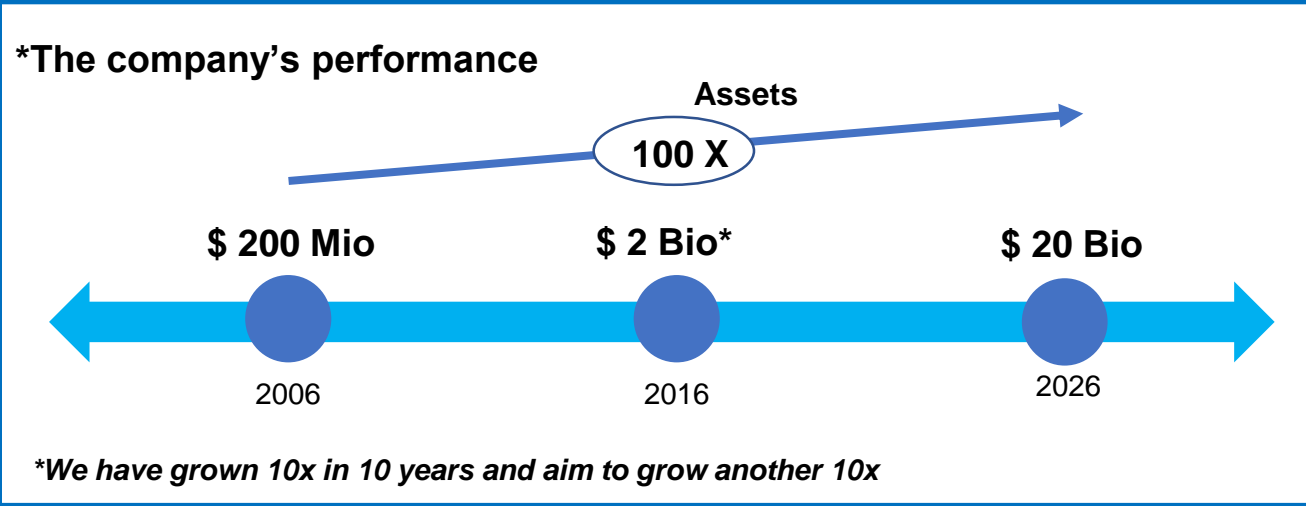
AN ONLINE SEMINAR OF  
**SINAR MAS MINING & EGON ZEHNDER**  
**“GLOBAL TALENT MOBILITY”**

NOVEMBER 12<sup>th</sup>, 2020

## Agenda

- 1. SMM Exponential Business Growth and Talent Challenges**
2. Preparing our Future Leaders
3. Global Talent Mobility as Strategic Talent Development
4. Synergy between Talent and Organization

# Sinar Mas Mining Group Portfolio & Pillars for Future Business Sustainability

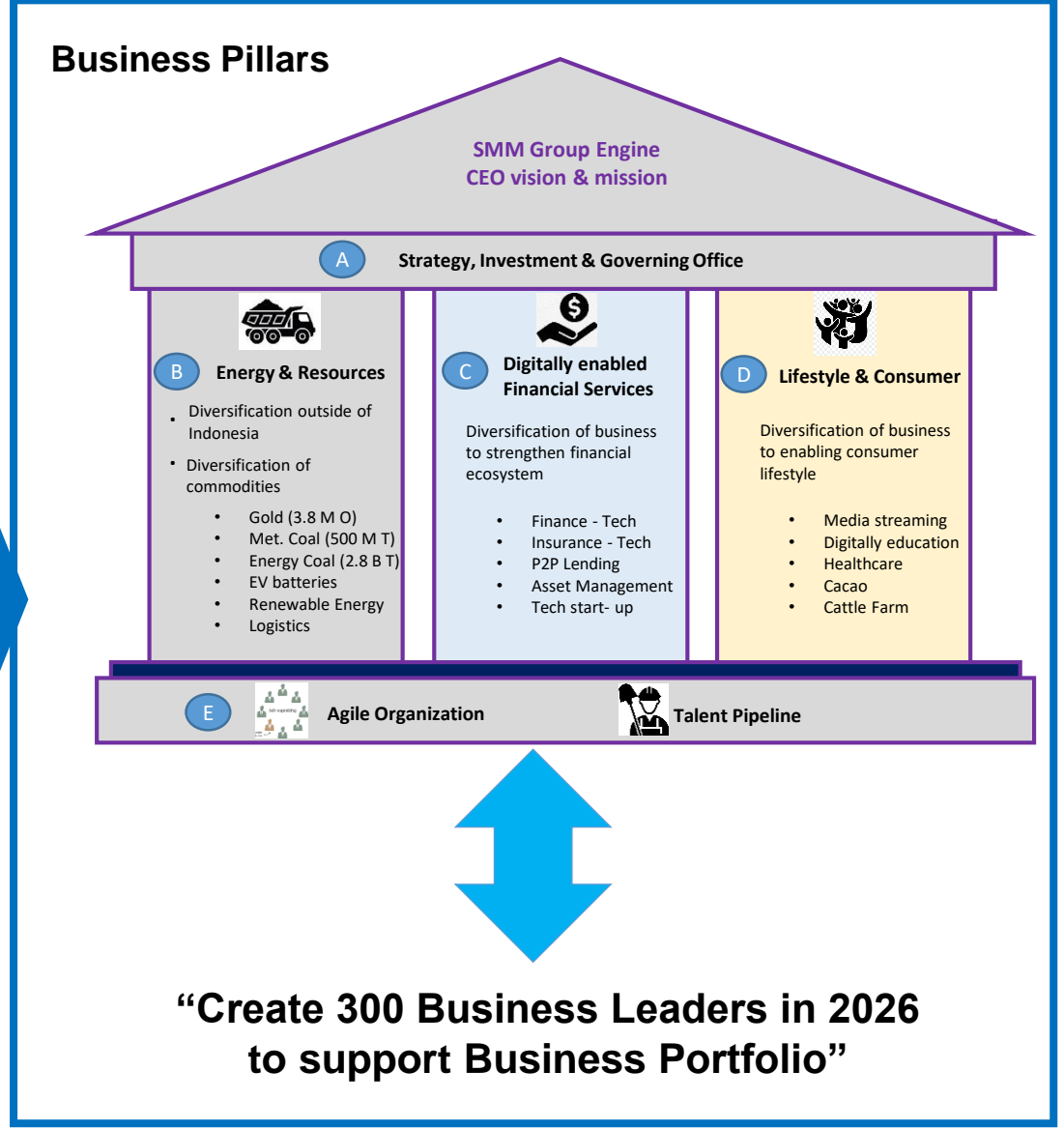


**VISION**

To be a sustainable energy and resources company in Asia Pacific embarking on achieving carbon neutrality.

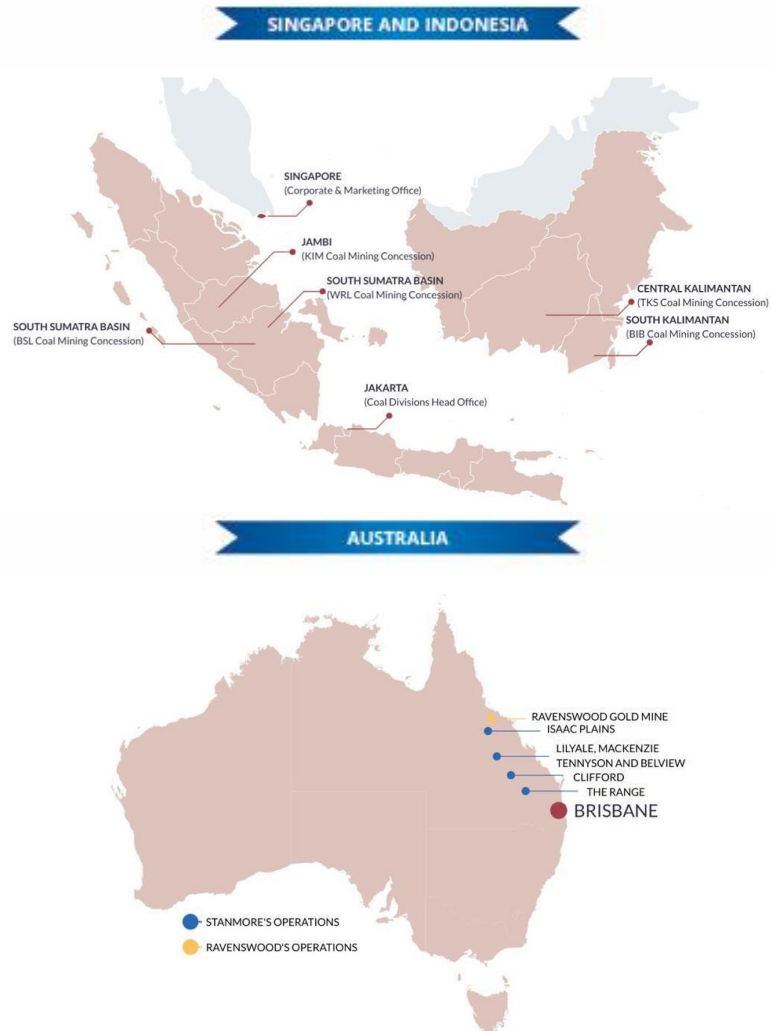
**Our Company at a Glance**

~21 Companies	~20,000 peoples	<b>golden energy and resources</b> Production : 30.8 M T Revenue : USD 1.1 B
~10 Sites Location in Indonesia & Overseas PETA	~ Organic & in- organic growth (i.e renewable; investment/ M&A)	<b>berau coal</b> Production : 32.5 M T Revenue : USD 1.6 B





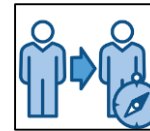
## OUR AREAS OF OPERATIONS



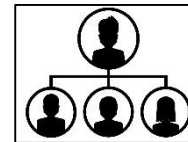
*SMM facing the challenge to reach 300 Business Leaders by 2026.*



***Mining energy leverages in internationally, across different commodities, mining tech business, logistics, and renewable energy***



***Growth through organic & inorganic acquisitions every year that needs business leaders constantly***



***63% our current Business Leaders are need successor with 50% fulfilled by internal***



***Talent readiness to cover new organization requirement***  
*(visibility of talent pipeline, learning structure, talent dev)*



***Productivity Improvement through capability development in new normal conditions***

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# How To Find Leaders in Our Organization?

## A) Main character



### Winning attitude

A winning attitude is that of someone who believes in his success regardless of his position in life.



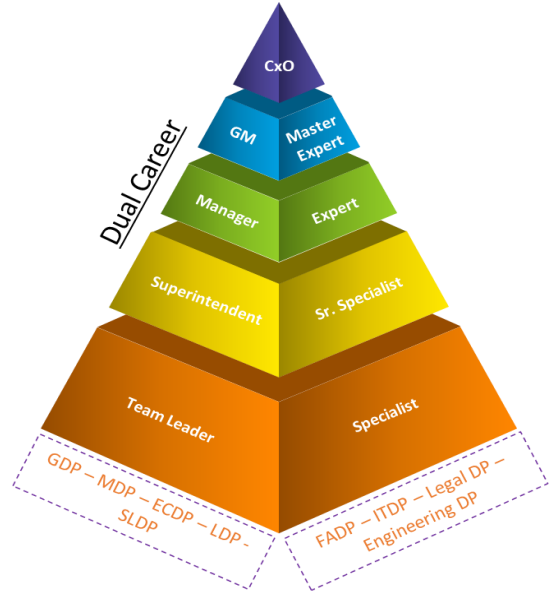
### Bounce Back

A condition that quickly rises from a difficult problem situation and works better than before



### Adversity Quotient

Is a ability to use intelligence to direct, change the way of thinking and actions when facing obstacles and thinking outside of the box



## B) 6 VALUES SINAR MAS

### Integrity

To put statements or promises into actions so that one can earn trust from others.

### Commitment

To perform work whole-heartedly in order to achieve the best results

### Innovative

To come up with ideas or to create new products/ tools/ systems that can increase productivity and company growth.

### Positive Attitude

To display encouraging behavior towards the creation of a mutually appreciative and conductive working environment

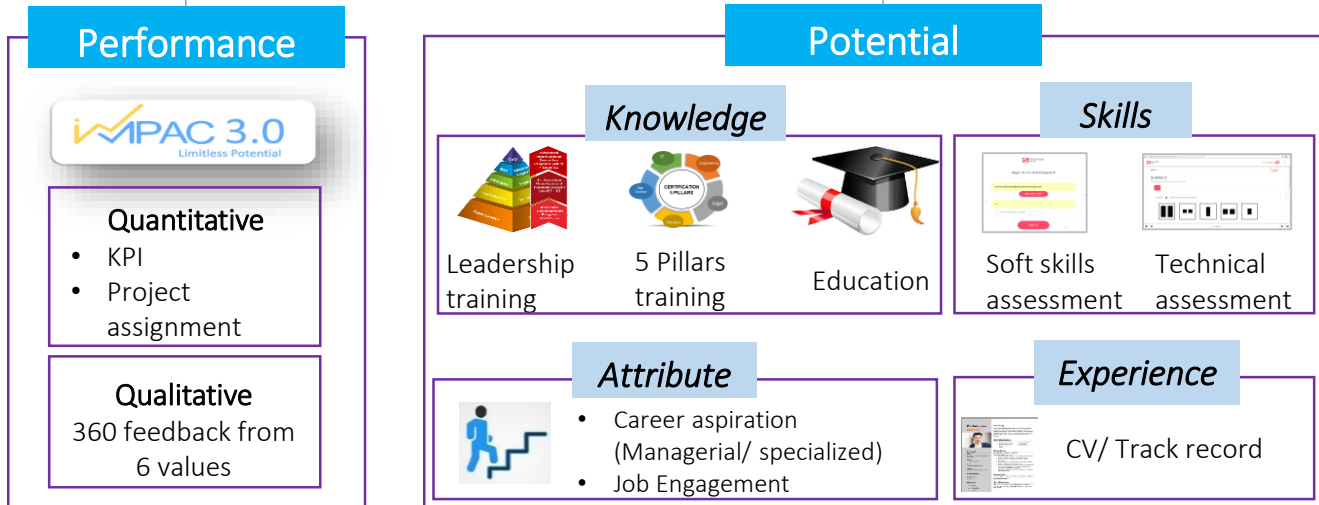
### Continuous Improvement

To continuously increase the capability of self, working unit and organizations to obtain the best results.

### Loyal

To cultivate the spirit to know, understand and implement the company's core values as part of the big Sinar Mas family.

## Enabling visibility BOD to find the leaders



### Performance



**Quantitative**

- KPI
- Project assignment

**Qualitative**

360 feedback from 6 values

### Potential

#### Knowledge

Leadership training

5 Pillars training

Education

#### Skills

Soft skills assessment

Technical assessment

#### Attribute

Career aspiration (Managerial/ specialized)

Job Engagement

#### Experience

CV/ Track record

# The Strategy to Retain Potential Leaders

*Some of our best talents have done  
In the global mobility...*



**5 Talent in risk management middle office function, finance, corporate secretarial, and trading**



**1 Talent as a Technical Mine Planning  
8 Talents as Strategic Mine Plan & Operations**



**3 Talents as Technical Operations**



**1 Talent as a Strategic Partnership**



**65 Talents across business within SMM**



## 1) Career Mobility



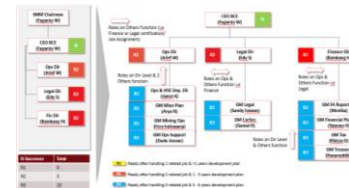
- ❖ Promotion
- ❖ Rotation across group and business unit
- ❖ **Overseas mobility (i.e Australia, Korea, West Africa, & Singapore)**
- ❖ Team Based Projects
- ❖ Assignment
- ❖ Multi jobs

## 2) Monetary reward



- ❖ Annual Bonus & Quarterly Sales Incentive (QSI)
- ❖ Long Term Incentive (LTI) for talent
- ❖ Share stock & Differed Bonus (Startup & Growth Business)

## 3) Leaders Succession Plan



- ❖ Development of Future leaders on value creation
- ❖ Collaboration with SMM in next career journey (leaving & still connected)

## 4) Developing entrepreneurship and leadership for new and startup business



- ❖ Cocoa in Berau Coal by ECDP talents
- ❖ Solar Panel by ECDP talents
- ❖ Cattle Farm in Sumatera by ECDP talents



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In order for continuing to find the best leader in organization and retaining our best talent



- Shared values & cultures
- Transparent Goals & Projects
- Free flow of information and learnings
- Merit based culture: people rewarded equally for their skills and abilities, not position



### Strategic Imperatives

- Develops international business leaders
- Develop entrepreneurship skill
- Embrace innovation & value add culture



- Identify which high potential employees are highest priority for international assignments
- Fitness with the organization's succession plan
- Specific knowledge & leadership capabilities
- Personal motivation



- Cross disseminate best practices across various operations
- Remove unnecessary complexity and design a mobility program
- Scalable and consistent service delivery regardless of geography/assignment type
- Seamless employee experience
- Leverage technology to manage the programs



Sinarmas Mining is pursuing a unique strategy to drive growth



**Growth through investments & acquisitions**  
Expanding across value chain in Indonesia while scouting for new assets



**Retain & rotate the best talents**  
A diverse and fluid workforce with high potential to deliver long term commercial advantage



**Embrace innovation**  
Embrace cutting edge digital technologies to drive future growth and innovation

## Our Approaches



**Full Assignment, Secondmen, Project Assignment**  
*“Learn & Develop Through full-time international exposure”*



**Talent Development**  
*“Learn by functional expansion through internship, focus on developing skill, competencies and international exposure”.*



**Talent Exchange**  
*“Learn & Develop Through Others, there will be changed talent between countries through specific role or function”.*

## Targeted Position



**Mining Operations – Core Functions**



**Mining Operations Support (Technical, Geologist, HSE, Marketing & Trading, GMO)**



**Support Functions (HR, Legal, Finance, IT, Proc. ect)**

## Targeted Country



**Across Business Unit in Indonesia**



**Australia, Singapore**



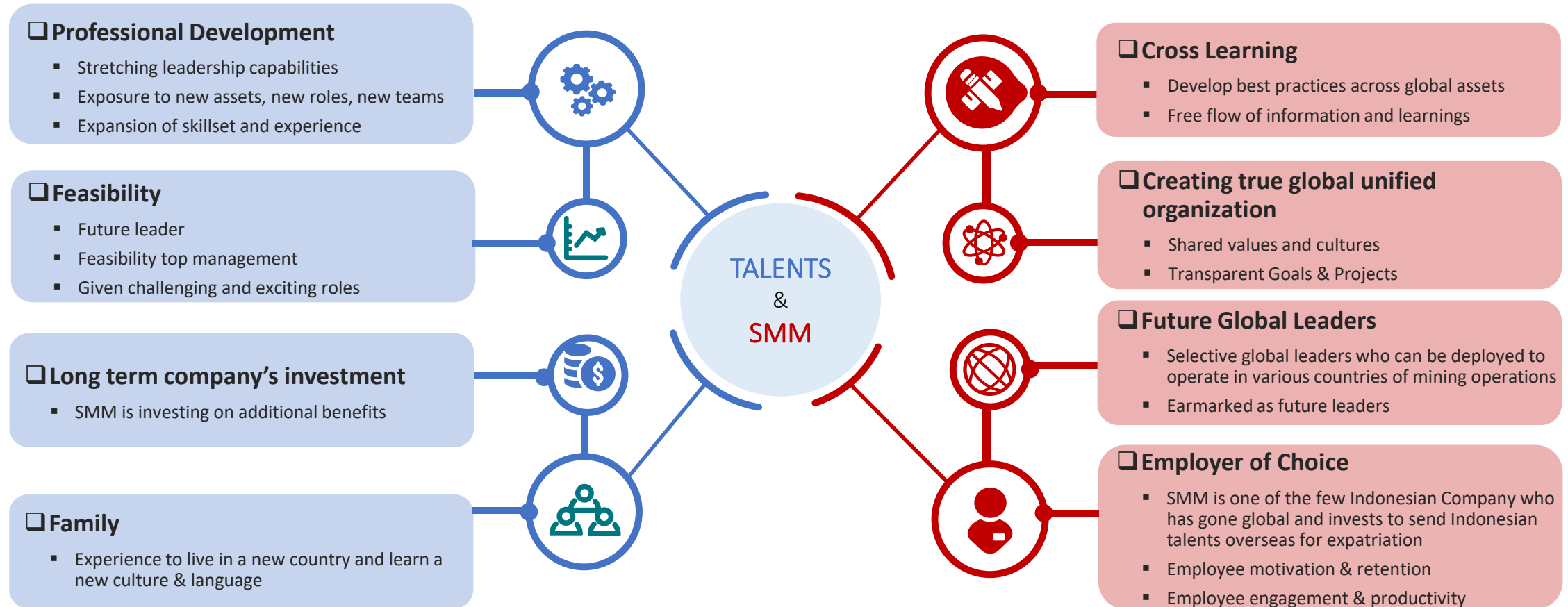
**Other Countries**

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# The Synergy Between Talents & SMM





**THANK YOU**