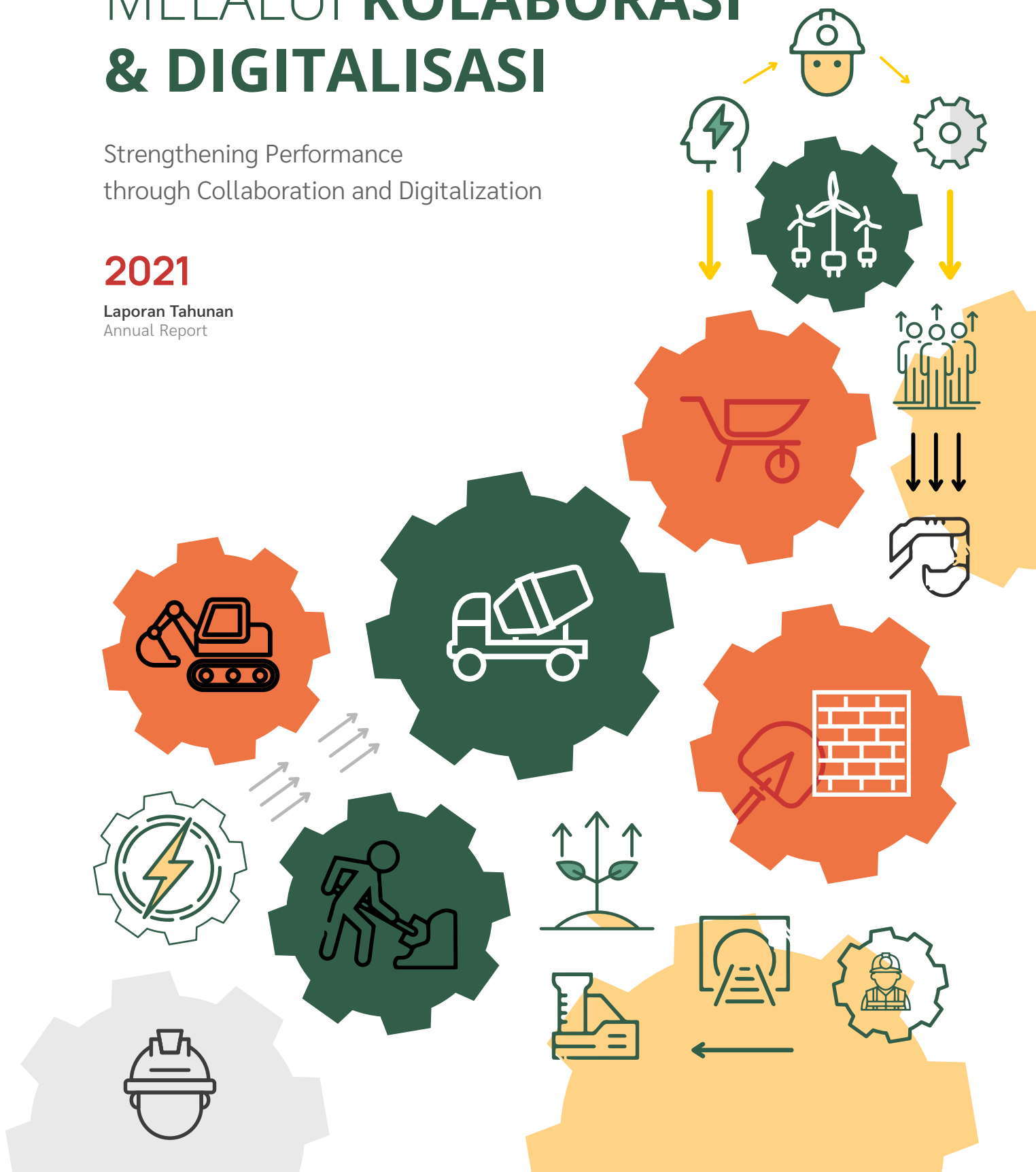




Strengthening Performance through Collaboration and Digitalization

Laporan Tahunan
Annual Report

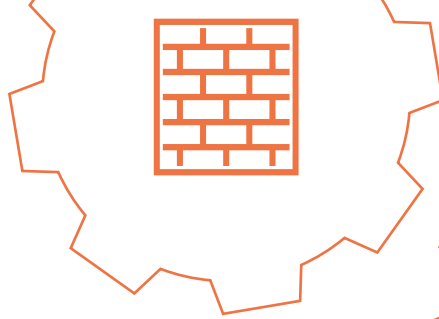




Sanggahan dan Batasan Tanggung Jawab Disclaimer

Laporan Tahunan ini memuat pernyataan kondisi keuangan, hasil operasi, kebijakan, proyeksi, rencana, strategi, serta tujuan PT Semen Baturaja (Persero) Tbk yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan. Pernyataan-pernyataan prospektif dalam Laporan Tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang serta lingkungan bisnis dimana PT Semen Baturaja (Persero) Tbk menjalankan kegiatan usaha. PT Semen Baturaja (Persero) Tbk tidak menjamin bahwa dokumen-dokumen yang telah dipastikan keabsahannya akan membawa hasil-hasil tertentu sesuai harapan. Laporan Tahunan ini memuat kata "Perseroan" atau "Perusahaan" yang didefinisikan sebagai PT Semen Baturaja (Persero) Tbk. Adakalanya kata "kami" digunakan atas dasar kemudahan untuk menyebut PT Semen Baturaja (Persero) Tbk secara umum.

This Annual Report contains statements on financial conditions, operating results, policies, projections, plans, strategies, and objectives of PT Semen Baturaja (Persero) Tbk, which are classified as forward-looking statements in the implementation of prevailing laws, except for historical matters. These statements contain possibility of risk, uncertainty, and may result in actual developments that are materially different from the reported information. Prospective statements in this Annual Report are based on various assumptions on current and future conditions as well as business environment where PT Semen Baturaja (Persero) Tbk conducts business activities. PT Semen Baturaja (Persero) Tbk does not guarantee the documents that have confirmed their validity will bring certain results as expected. This Annual Report contains the words "Company" which refers to PT Semen Baturaja (Persero) Tbk. The word "we" is often used on the basis of convenience to generally alter PT Semen Baturaja (Persero) Tbk.



Memperkuat Kinerja melalui **Kolaborasi & Digitalisasi**

Strengthening Performance
through Collaboration and Digitalization

Sebagai kelanjutan dari tema tahun 2020, “Rising to the Challenge”, Semen Baturaja (Perseroan) pada tahun 2021 terus mengintensifkan langkah-langkah efisiensi operasional dan optimalisasi sumber daya dari tahun sebelumnya. Perseroan juga berupaya memperkuat kolaborasi dan digitalisasi dalam rangka mendorong penjualan dan memperluas pangsa pasar. Bersama dengan momentum permintaan pasar yang mulai bergerak positif, langkah-langkah kolaborasi dan digitalisasi tersebut berhasil mengangkat kinerja Perseroan menjadi lebih baik pada tahun 2021.

As a continuation of the 2020 theme, “Rising to the Challenge”, in 2021 Semen Baturaja (the Company) continues to intensify measures in operational efficiency and resource optimization introduced in the previous year. The Company also seeks to promote initiatives in collaboration and digitalization in order to drive sales and expand market share. Together with the beginning of an up-swing momentum in market demand, these collaboration and digitalization measures succeeded in strengthening the Company's performance to a higher level in 2021.



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**Tanggung Jawab Sosial
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Corporate Social Responsibility



**Referensi SEOJK Nomor 16/
SEOJK.04/2021:
Laporan Tahunan Emiten atau
Perusahaan Publik**
SEOJK No. 16/SEOJK.04/2021:
Annual Report of Public
Company



Laporan Keuangan Audit
Audited Financial Report

Kesinambungan Tema

Theme Continuity



2017

Meningkatkan Keunggulan Menggapai Kelestarian

Exceeding Prime for Environmental Sustainability

Di tengah kondisi industri yang semakin memberikan tantangan, Perseroan mampu untuk terus melangkah maju dan menunjukkan keunggulannya. Berbagai langkah strategis berhasil diaktualisasikan di tahun 2017, di antaranya Perseroan sukses mendirikan pabrik semen ramah lingkungan sebagai ekspansi kegiatan operasional serta berhasil memproduksi 3,85 juta ton semen yang merupakan dua kali lipat dari kapasitas semen dibanding tahun sebelumnya.

In the course of challenging circumstances the Company's managed to move forward and show its excellence. Several strategic motions have triumphantly been actualized in 2017, amongst which are the establishment of an environmental-friendly plant to support its expansive operational system as well as to produce 3.85 million tons of cement which was doubling the Company's commodity production capacity compared to the previous year.



2018

Visi untuk Memimpin dengan Nilai Berkelanjutan

Vision to Lead with Sustainable Values

Mempertahankan dan mengimplementasikan nilai-nilai terbaik menjadi kunci Perseroan untuk menjawab setiap tantangan. Semangat optimisme dan kebijakan-kebijakan yang telah dirumuskan secara strategis, Perseroan siap melangkah lebih jauh dengan performa yang lebih tangguh di peta persaingan.

The cultivation of best values and its consistent implementation are the Company's maneuvers to answer every challenge. Through optimism and strategic policies, the Company is all set to step further with a stronger performance in the competition.



2019

Driven to Innovate Growing Network

Perseroan meyakini bahwa inovasi dan perubahan di dalam perusahaan merupakan kunci dari pertumbuhan berkesinambungan dan dapat menjaga semangat kerja demi menghadapi tantangan yang ada. Usaha Perseroan menciptakan laba, peluang usaha, dan operasi yang baik tentunya membutuhkan dukungan seluruh stakeholders. Mengembangkan hubungan baik dengan stakeholders juga menjadi fokus perbaikan Perseroan di tahun 2019.

The Company believes that innovation and shifting in the Company become key towards a sustainable growth and will maintain work spirit in dealing with current business challenges, and a good operation also requires harmonious relationship with stakeholders that also becomes one of the Company's improvement focus in 2019.



2021



2020

Rising to The Challenge

Tahun 2020 menghadirkan tantangan berat bagi Perseroan. Saat industri semen dalam negeri masih dalam kondisi kelebihan kapasitas, permintaan pasar justru melemah sebagai dampak dari merebaknya pandemi COVID-19. Menghadapi tantangan tersebut, Perseroan sigap menyesuaikan diri melalui serangkaian inisiatif ke arah efisiensi operasional dan optimalisasi sumber daya. Kemampuan inovasi didorong untuk mengidentifikasi peluang-peluang baru untuk meningkatkan kinerja. Sinergi dan kolaborasi antar-unit dan antar-karyawan juga terus digalang dan semakin diperkuat. Melalui langkah-langkah tersebut, Perseroan mampu memaksimalkan potensi yang ada untuk bertahan dalam kondisi lingkungan usaha yang sulit, dan sekaligus mempersiapkan landasan yang kokoh untuk mampu meraih pertumbuhan saat kondisi kembali pulih di tahun-tahun mendatang.

The year 2020 presents a tough challenge for the Company's. At a time when the domestic cement industry is still in an over capacity condition, market demand actually weakens as a result of the outbreak of the COVID-19 pandemic. In the face of these challenges, the Company readily adjusts itself through a series of initiatives towards operational efficiency and optimization of resources. Innovations are encouraged to identify new opportunities to improve performance. Synergy and collaboration between units and among employees are also being encouraged and strengthened. Through these steps, the Company's was able to maximize its existing potential to survive in a difficult business environment, and at the same time prepare a solid foundation to achieve growth when conditions recover in the coming years.



Memperkuat Kinerja melalui Kolaborasi & Digitalisasi

Strengthening Performance through Collaboration and Digitalization

Sebagai kelanjutan dari tema tahun 2020, "Rising to the Challenge", Semen Baturaja (Perseroan) pada tahun 2021 terus mengintensifkan langkah-langkah efisiensi operasional dan optimalisasi sumber daya dari tahun sebelumnya. Perseroan juga berupaya memperkuat kolaborasi dan digitalisasi dalam rangka mendorong penjualan dan memperluas pangsa pasar. Bersama dengan momentum permintaan pasar yang mulai bergerak positif, langkah-langkah kolaborasi dan digitalisasi tersebut berhasil mengangkat kinerja Perseroan menjadi lebih baik pada tahun 2021.

As a continuation of the 2020 theme, "Rising to the Challenge", in 2021 Semen Baturaja (the Company) continues to intensify measures in operational efficiency and resource optimization introduced in the previous year. The Company also seeks to promote initiatives in collaboration and digitalization in order to drive sales and expand market share. Together with the beginning of an up-swing momentum in market demand, these collaboration and digitalization measures succeeded in strengthening the Company's performance to a higher level in 2021.





Ikhtisar Kinerja

Performance Highlights



Ikhtisar Kinerja 2021

2021 Performance Highlights



Di tengah kondisi pasar yang kelebihan pasokan serta kian ketatnya kompetisi di industri semen, Perseroan mampu mencatatkan laba tahun berjalan yang meningkat secara signifikan.

In the midst of an oversupply market condition, as well as increasingly tight competition in the cement industry, the Company was able to record a significant increase in profit for the year.

Pendapatan Bersih | Net Revenue

01



Rp1,752

triliun/trillion

Margin EBITDA | EBITDA Margin

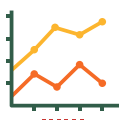
02



25%

Harga Saham | Share Price

03



Rp545-1.285

TINGKAT KESEHATAN PERUSAHAAN "SEHAT"

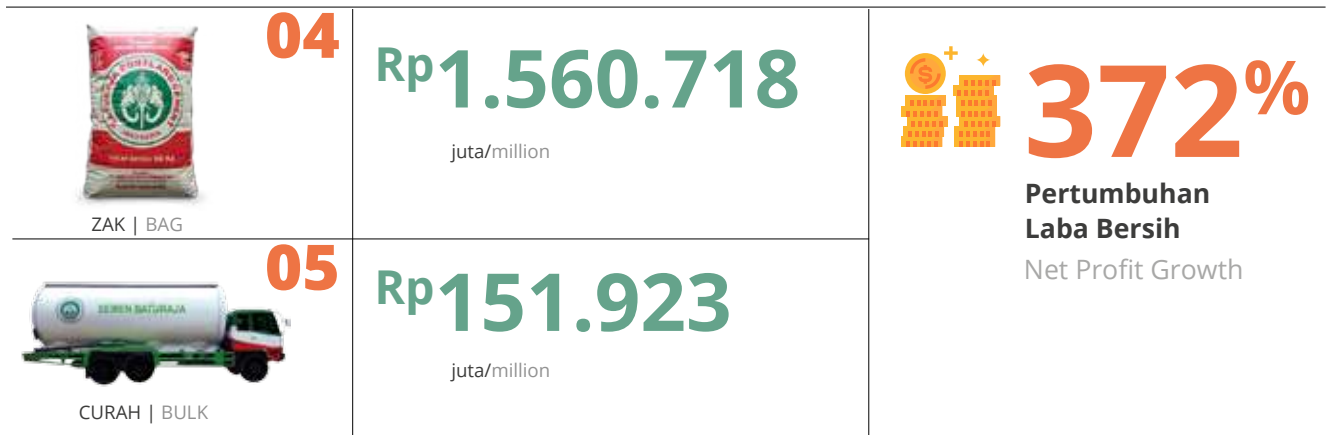
The Company's Health Level: "HEALTHY"

Skor Kinerja PT Semen Baturaja (Persero) Tbk untuk tahun 2021 mencapai "71,5" yang berarti tingkat kesehatannya dikategorikan "SEHAT".

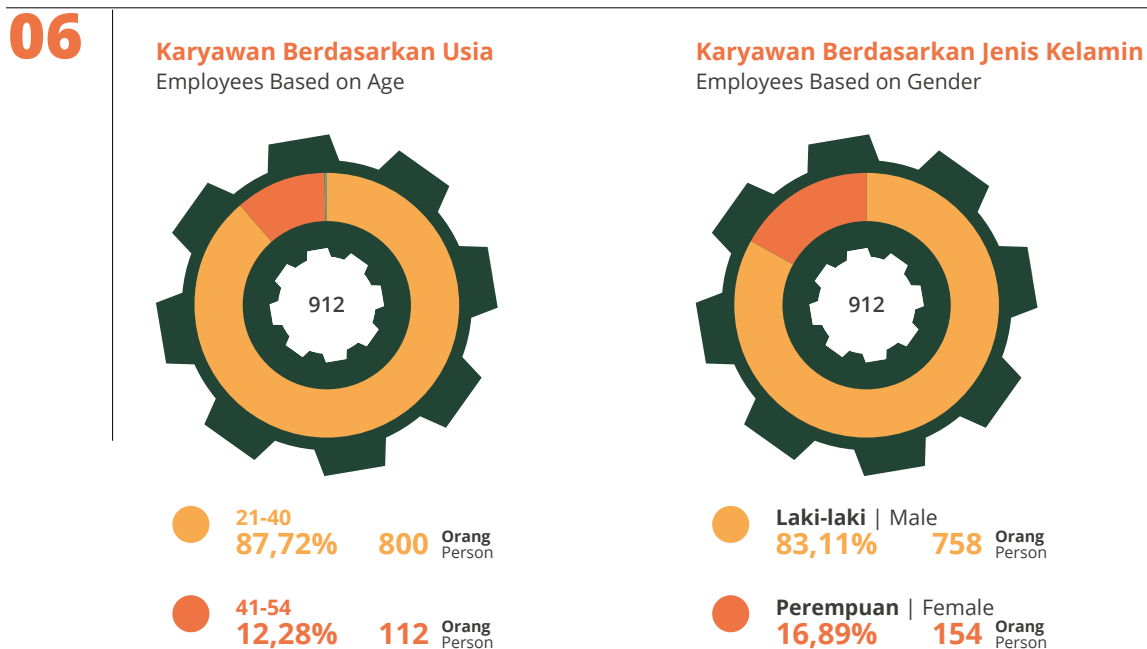
The Score of PT Semen Baturaja (Persero) Tbk Performance for 2021 was "71.5", which means that the Company's health level is fallen into the category of "HEALTHY".



Penjualan Produk | Product Sale



Jumlah Karyawan | Total Employees



Keunggulan Kami

Our Excellence



Perseroan merupakan pabrik semen di Indonesia yang didirikan pada tahun 1974 dan diresmikan oleh Presiden Republik Indonesia kedua, Soeharto. Di tahun 2021, Perseroan kembali berhasil menjadi *market leader* di Sumatera Selatan yang menjadi wilayah pasar utama dengan membukukan market share sebesar 53% yang didukung oleh jaringan distribusi yang terintegrasi dengan wilayah Pemasaran dan kualitas produk Perseroan yang telah tersertifikasi sehingga kembali berhasil meraih peringkat Perak pada SNI Award 2021.

Untuk meningkatkan daya saing, Perseroan mulai mengkomersialkan produk turunan berupa Mortar yang dijual dalam kemasan 25 kg dan 40 kg selain tetap memproduksi jenis-jenis semen lainnya sesuai dengan kebutuhan konsumen.

The Company is a cement plant in Indonesia which was established in 1974 and inaugurated by the second President of the Republic of Indonesia, Soeharto. In 2021, the Company has again succeeded in becoming the market leader in South Sumatra, its main market area, by recording a market share of 53%, supported by an integrated distribution network in the Marketing area and the certified product quality that again won the Silver rating on the 2021 SNI Awards.

To increase its competitiveness, the Company began to commercialize derivative products, namely Mortar, sold in 25 kg and 40 kg packages, in addition to continuing to produce other types of cement according to consumer needs.



Keunggulan Lokasi | Location Advantage



Perseroan memiliki Pabrik di 3 (tiga) lokasi, yaitu di Baturaja, Palembang dan Lampung. Perseroan memiliki keunggulan strategis berupa letak geografis pabrik yang mendekati wilayah pasar Sumatera Bagian Selatan dan merupakan satu-satunya pabrik semen terintegrasi. Lokasi Perseroan juga dekat dengan bahan baku, bahan penolong dan sumber energi serta bahan alternatif lainnya untuk mendukung kegiatan operasional Perseroan.

The Company has 3 (three) plants in Baturaja, Palembang and Lampung, which give the Company a strategic advantage in the geographical location of the plants, close to the market area and is the only integrated cement plant at Southern Sumatra. The Company's location is also close to source of raw materials, auxiliary materials and energy, as well as other alternative materials to support the Company's operational activities.

Keunggulan Teknologi & Kapasitas Technology & Capacity Advantages



Pabrik Baturaja II yang mulai beroperasi di tahun 2017 tetap menjadi kebanggaan Perseroan dengan memberikan tambahan kapasitas produksi sebesar 1,85 Juta Ton sehingga total kapasitas produksi Perseroan mencapai 3,85 Juta Ton. Sepanjang 2021, Pabrik Baturaja II berhasil memenuhi hampir keseluruhan kebutuhan terak dan semen dengan pencapaian Overall Equipment Effectiveness sebesar 90,76%. Dibangun dengan teknologi yang terbaru dan ramah lingkungan, Pabrik Baturaja II mencatatkan harga produksi yang paling efisien dengan faktor klinker dan konsumsi listrik yang lebih rendah dibandingkan Pabrik Baturaja I.

Baturaja II plant, which started its operation in 2017, remains the pride of the Company providing an additional production capacity of 1.85 million tons adding up to a total production capacity of 3.85 million tons. Throughout 2021, the Baturaja II Plant succeeded in meeting almost all of the Company's slag and cement needs with an Overall Equipment Effectiveness achievement of 90.76%. Built with the latest and environmentally friendly technology, the Baturaja II Plant recorded the most efficient production price with a lower clinker factor and electricity consumption than the Baturaja I Plant.



Ramah Lingkungan | Environment Friendly



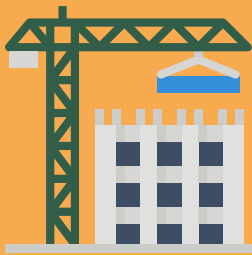
Perseroan tetap berkomitmen mewujudkan industri semen yang berkesinambungan dan ramah lingkungan dimana sepanjang tahun 2021, Pabrik Baturaja II mampu menyerap bahan bakar alternatif sebesar 0,84% dari keseluruhan kalori bahan bakar yang digunakan dan nilai pemanfaatan Alternative Fuel Resources (AFR) ini akan terus ditingkatkan di tahun berikutnya. Perseroan juga terus berupaya menurunkan pemakaian faktor terak dengan memanfaatkan bahan tambahan ketiga dalam proses pembuatan semen seperti *fly ash* dan *pozzolan*.

Perseroan juga tetap memantau kadar emisi yang dikeluarkan dari hasil operasi dan turut berpartisipasi dalam menjaga kondisi udara dengan rekayasa Silvikultur yang telah dijalankan di area pabrik Perseroan yang terletak di Baturaja, Provinsi Sumatera Selatan.

The Company remains committed to realizing a sustainable and environmentally friendly cement industry. Throughout 2021, the Baturaja II Plant' use of alternative fuels absorbed of 0.84% of the total calories of fuel used and the value of the utilization of Alternative Fuel Resources (AFR) will continue to be increased in the future. The Company also continues to strive to reduce the use of the slag by utilizing third additive in the cement manufacturing process, such as fly ash and pozzolan.

The Company also continues to monitor the emission levels released from the results of operations and participates in maintaining air conditions with Silvicultural engineering that has been carried out in the Company's factory area located in Baturaja, South Sumatra Province.

Keunggulan Akreditasi Semen Benefits of Cement Accreditation



Perseroan memiliki 3 Laboratorium Pengujian yang berlokasi di Pabrik Baturaja, Pabrik Palembang dan Pabrik Panjang. Masing-masing laboratorium telah diakreditasi oleh Komite Akreditasi Nasional (KAN) dalam penerapan SNI ISO/IEC 17025:2017 dengan No Sertifikat LP-462-IDN dan masa berlaku sampai tanggal 27 Juni 2022. Adapun ruang lingkup akreditasi meliputi:

1. Akreditasi Laboratorium Pengujian Semen
2. Akreditasi Laboratorium Pengujian Kuat Tekan Beton

Dari sisi produk, produk yang dihasilkan pun telah tersertifikasi Standar Nasional Indonesia (SNI) dari Kementerian Perindustrian melalui Baristand dengan penerapan ISO 9001:2015 dengan lingkup sertifikasi sebagai berikut:

1. Ordinary Portland Cement (OPC) Type I dan Type II (No. 022/BSKJI/Baristand Palembang/MS.1/VIII/2021)
2. Ordinary Portland Cement (OPC) Type V (No. 023/BSKJI/Baristand-Palembang/MS.1/VIII/2021)
3. Portland Composite Cement (PCC) (No. 012/BPPI/Baristand-Palembang/MS.1/V/2021)

The Company has 3 Testing Laboratories located in Baturaja Plant, Palembang Plant and Panjang Plant. Each laboratory has been accredited by the National Accreditation Committee (KAN) in the application of SNI ISO/IEC 17025:2017 with Certificate No. LP-462-IDN and the validity period is until June 27, 2022. The scope of accreditation includes:

1. Accreditation for Cement Testing Laboratory
2. Accreditation for Compressive Strength of Concrete Testing Laboratory.

The Company's products have also been certified with ISO 9001:2015 by the Indonesian National Standard (SNI), the Ministry of Industry, through Baristand (Industrial Research and Standardization Center), with the scope of certification as follows:

1. Ordinary Portland Cement (OPC) Type I and Type II (No. 022/BSKJI/Baristand Palembang/MS.1/VIII/2021)
2. Ordinary Portland Cement (OPC) Type V (No. 023/BSKJI/Baristand-Palembang/MS.1/VIII/2021)
3. Portland Composite Cement (PCC) (No. 012/BPPI/Baristand-Palembang/MS.1/V/2021)

Sumber Daya Manusia | Human Resources



Perseroan memiliki sumber daya manusia (SDM) yang unggul dan andal di industri semen, terutama dalam hal rancang bangun, operasional, riset, pemeliharaan, engineering dan modifikasi pabrik. Dengan didukung SDM Perseroan yang produktif dengan jumlah usia kerja antara 21-40 tahun sebesar 87,72% memberikan kontribusi yang maksimal terhadap kinerja Perseroan.

The Company is supported by excellent and reliable human resources (HR) in the cement industry, especially in terms of design, operations, research, maintenance, engineering and plant modification. The Company's productive human resources, with a total employee of age of 21-40 years amounted to 87.72%, is able to give maximum contribution to the Company's performance.

Semen Baturaja Sebagai Objek Vital Nasional

Semen Baturaja as a National Vital Object



Perseroan merupakan salah satu Perusahaan yang ditetapkan oleh Kementerian Perindustrian Republik Indonesia sebagai Objek Vital Nasional Sektor Industri. Berdasarkan Surat Keputusan dari Menteri Perindustrian Nomor: 466/M-IND/Kep/8/2014 tentang Obyek Vital Nasional Sektor Industri dengan memperoleh sertifikat OVNI Kategori Perusahaan Industri. Hal ini menunjukkan bahwa keberadaan Perseroan mempunyai nilai penting bagi penunjang sektor industri di Indonesia.

The Company's is one of the Companies that are assigned by the Ministry of Industry Republic of Indonesia as National Vital Objects for Industry Sector. Referring to the Minister of Industry Decree Number: 466/M-IND/Kep/8/2014 concerning National Vital Object in Industry Sector by acquiring OVNI Certificate for Industry Company category. This indicates existence of the Company's has an crucial values to support Indonesian industry sector.

Komitmen Terhadap Keselamatan & Kesehatan Kerja (K3) |

Commitment towards Occupational Health and Safety



Perseroan telah melakukan berbagai upaya untuk menumbuhkan budaya Keselamatan dan Kesehatan Kerja (K3), baik pada operasional kantor maupun pabrik. Sebagai bentuk komitmen terhadap K3, Perseroan telah menerapkan Sistem Manajemen Keselamatan & Kesehatan Kerja (SMK3) dan telah diaudit secara berkala. Perseroan juga memberikan berbagai pelatihan K3 untuk meningkatkan pengetahuan dan kedisiplinan Karyawan dan kontraktor, serta melakukan inspeksi K3, pemeriksaan peralatan K3 dan pelaksanaan kegiatan Bulan K3. Atas kerja keras Perseroan dalam menerapkan prinsip-prinsip K3 dalam kegiatan operasionalnya sehingga mampu meminimalisir kecelakaan kerja, Perseroan meraih Penghargaan Zero Accident dari Kementerian Ketenagakerjaan Republik Indonesia.

The Company has made various efforts with the aim of fostering a culture of Occupational Health and Safety (K3), both in office and factory operations. As proof of its commitment to OHS, the Company has implemented an Occupational Health & Safety Management System (SMK3) which is audited regularly. The Company also provides various OHS trainings to increase knowledge and discipline of employees and contractors, as well as conduct OHS inspections, inspections of OHS equipment and holding OHS Month activities. For its hard work in implementing OHS principles in operational activities so as to minimize work accidents, the Company won the Zero Accident Award from the Ministry of Manpower of the Republic of Indonesia.



Tanggung Jawab Sosial & Lingkungan (TJSL) yang Berkesinambungan Sustainable Environment & Social Responsibility



Perseroan berkomitmen memberikan kontribusi terhadap masyarakat dan lingkungan di sekitar pabrik dengan menyelaraskan program TJSL secara berkesinambungan yang mendukung Sustainable Development Goals (SDGs) di wilayah operasional pabrik, regional Sumatera Selatan dan Lampung sebagai wujud kepedulian sosial. Perseroan juga melahirkan 11 mitra binaan yang “Naik Kelas” di sepanjang tahun 2021.

The Company is committed to contributing to the community and the environment around the plants by aligning its CSR program in a sustainable manner that can be of support to the Sustainable Development Goals (SDGs) in the factory operational areas, South Sumatra and Lampung regions as a form of social awareness. The Company also has 11 fostered partners who were promoted throughout 2021.

Jaringan Distribusi | Distribution Network



Perseroan menggunakan moda transportasi darat dan laut dengan menggunakan truk, kereta api dan kapal untuk mendistribusikan semen ke seluruh wilayah pasar Sumatera Bagian Selatan seperti Provinsi Sumatera Selatan, Lampung, Jambi, Bengkulu, Bangka Belitung dan Kalimantan Barat. Perseroan terus menekan biaya distribusi dengan mengoptimalkan pola distribusi yang paling efisien (*least cost to serve*).

The Company opted to use land and sea transportation modes, using trucks, trains and ships, to distribute its cement to all market areas at Southern Sumatra, including South Sumatra, Lampung, Jambi, Bengkulu, Bangka Belitung and West Kalimantan Provinces. The Company continues to reduce distribution costs by optimizing the most efficient distribution pattern (*least cost to serve*).

Ikhtisar Keuangan

Financial Highlights

Informasi Posisi Keuangan

Information on Financial Position

(Rp Juta, kecuali dinyatakan lain)

(Rp Million, unless noted otherwise)

Keterangan	2021	2020	2019	2018	2017	Description
Aset	5.817.746	5.737.176	5.571.270	5.538.080	5.060.337	Assets
Aset Lancar	1.311.882	1.101.657	1.071.983	1.358.330	1.123.602	Current Assets
Aset Tidak Lancar	4.505.864	4.635.518	4.499.287	4.179.750	3.936.735	Non-Current Assets
Liabilitas	2.351.501	2.329.287	2.088.977	2.064.408	1.647.477	Liabilities
Liabilitas Lancar	473.114	850.139	468.526	636.408	668.828	Current Liabilities
Liabilitas Tidak Lancar	1.878.387	1.479.148	1.620.451	1.428.000	978.649	Non-Current Liabilities
Ekuitas	3.466.245	3.407.889	3.482.293	3.473.671	3.412.860	Equity
Jumlah Aset (Liabilitas dan Ekuitas)	5.817.746	5.737.176	5.571.270	5.538.080	5.060.337	Total Assets (Liabilities and Equity)
Modal Kerja Bersih	838.768	251.519	603.457	721.922	454.774	Net Working Capital
Total Investasi	65.246	104.655	290.530	346.224	1.200.311	Investment in Associated Entities
Jumlah Saham (lembar)	9.932.534.336	9.932.534.336	9.932.534.336	9.932.534.336	9.924.797.283	Total Shares (shares)

Informasi Hasil Usaha

Information on Business Results

(Rp Juta, kecuali dinyatakan lain)

(Rp Million, unless noted otherwise)

Keterangan	2021	2020	2019	2018	2017	Description
Volume Penjualan (ton)	1.940.309	1.930.022	2.119.772	2.189.357	1.762.137	Sales Volume (ton)
Pendapatan Bersih	1.751.586	1.721.907	1.999.517	1.995.808	1.551.525	Net Income
Penjualan Semen Bungkus	1.560.718	1.473.507	1.581.803	1.476.875	1.445.696	Sales of Bagged Cement
Penjualan Semen Curah	151.923	223.036	393.046	483.029	102.309	Sales of Bulk Cement
Penjualan Terak	3.213	-	14.443	34.642	3.520	Sales of Clinker
Pendapatan Jasa Pengangkutan	4.731	2.707	5.420	1.262	-	Income from Transport Services
Penjualan White Clay	30.614	19.624	3.172	-	-	Sales of White Clay
Penjualan Mortar	45	-	-	-	-	Sales of Mortar
Pendapatan Lain-lain	164	3.034	1.631	-	-	Other Income
Laba Kotor	774.271	720.158	874.889	706.645	472.818	Gross Profit
Laba (Rugi) Usaha	234.311	215.160	233.944	247.502	192.096	Operating Profit (Loss)
EBITDA	446.376	416.434	406.780	403.285	339.791	EBITDA
Laba Tahun Berjalan dari Operasi yang Dilanjutkan	51.817	10.982	30.074	76.072	146.644	Current Year Profit from Continued Operations
Total Laba (Rugi) Komprehensif Periode Berjalan	58.356	1.190	27.593	73.565	134.718	Total Comprehensive Current Period Profit (Loss)
Laba (Rugi) Periode Berjalan yang Dapat Diatribusikan kepada:						Current Period Profit Attributable to:
• Pemilik Entitas Induk	51.816	10.985	30.072	76.072	146.644	• Owner of Parent Entity
• Kepentingan Non Pengendali	2	(3)	2	3	5	• Non-Controlling Interest
Laba (Rugi) Komprehensif Periode Berjalan yang Dapat Diatribusikan kepada:						Profit (Loss) Current Comprehensive Current Period Attributable to:
• Pemilik Entitas Induk	58.354	1.192	27.592	73.562	134.713	• Owner of Parent Entity
• Kepentingan Non Pengendali	2	(3)	1	3	5	• Non-Controlling Interest
Laba Bersih per Saham (Rp)	5	1	3	8	15	Net Profit per Share (Rp)



Rasio Keuangan Penting

Key Financial Ratio

(%, kecuali dinyatakan lain)

(%, unless noted otherwise)

Keterangan	2021	2020	2019	2018	2017	Description
Margin Laba Kotor	44	42	44	35	30	Gross Profit Margin
Margin Laba Usaha	13	12	12	12	12	Operating Profit Margin
Margin Laba Bersih	3	1	2	4	9	Net Profit Margin
Margin EBITDA	25	24	20	20	22	EBITDA Margin
Rasio Lancar	277	130	229	213	168	Current Ratio
Rasio Laba (Rugi) terhadap Ekuitas	1,5	0,3	1	2	4	Return on Equity (ROE) Ratio
Rasio Laba (Rugi) terhadap Jumlah Aset	0,9	0,2	1	1	3	Return on Assets (ROA) Ratio
Rasio Liabilitas terhadap Ekuitas	68	68	60	59	48	Debt to Equity Ratio
Rasio Liabilitas terhadap Jumlah Aset	40	41	37	37	33	Debt to Assets Ratio
Rasio Liabilitas terhadap EBITDA (kali)	5,3	5,6	3,8	3,7	2,8	Debt to EBITDA (Times)
Tingkat Pengembalian Investasi (kali)	1	0,3	1	2	4	Return on Investment (Times)

Ikhtisar Operasional

Operational Highlights

(Ton)

(Ton)

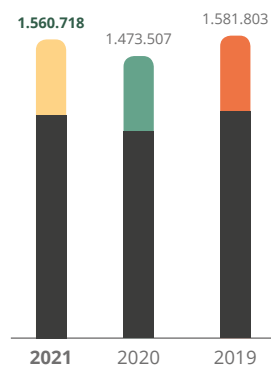
Keterangan	2021	2020	2019	2018	2017	Description
Produksi Terak	1.447.533	1.305.881	1.464.554	1.888.248	1.374.797	Clinker Production
Produksi Semen	1.960.951	1.915.849	2.127.307	2.254.751	1.780.927	Cement Production

Ikhtisar Keuangan

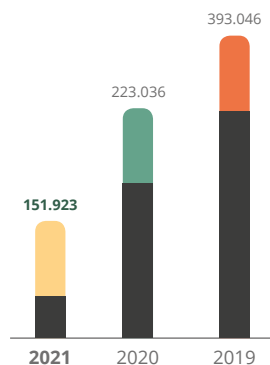
Financial Highlights

Pendapatan (dalam juta Rupiah) Revenues (in million Rupiah)

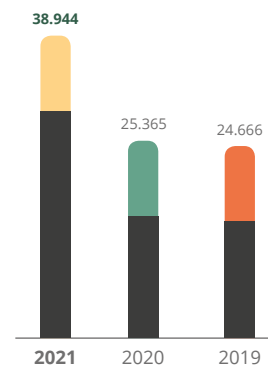
Semen Bungkus Bagging Cement



Semen Curah Bulk Cement

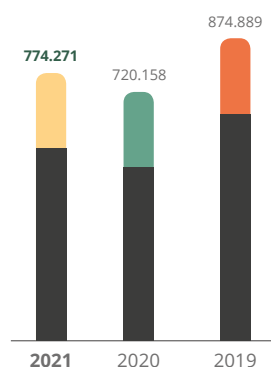


Lain-lain Others

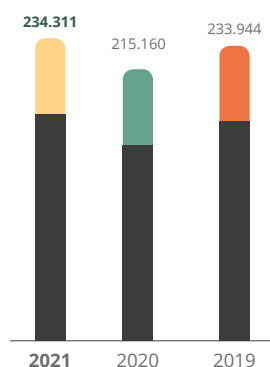


Laba (dalam juta Rupiah) Profit (in million Rupiah)

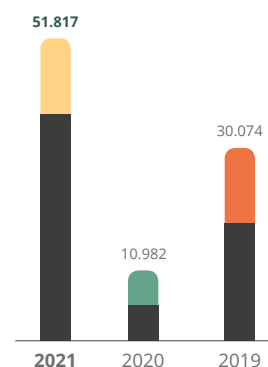
Laba Kotor Gross Profit



Laba Usaha Operating Profit

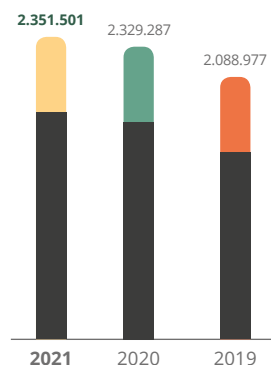


Laba Bersih Net Profit

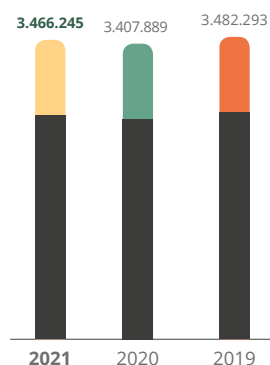


Aset (dalam juta Rupiah) Assets (in million Rupiah)

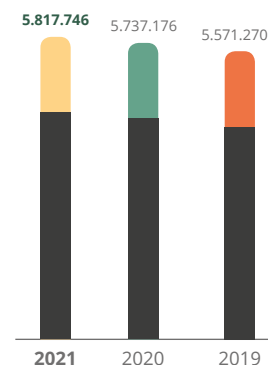
Liabilitas Liabilities



Ekuitas Equity



Jumlah Aset Total Assets





Ikhtisar Saham

Shares Highlights

Saham Perseroan diperdagangkan di Bursa Efek Indonesia sejak 28 Juni 2013. Berikut adalah rincian perkembangan saham triwulanan Perseroan tahun 2021 dan tahun 2020.

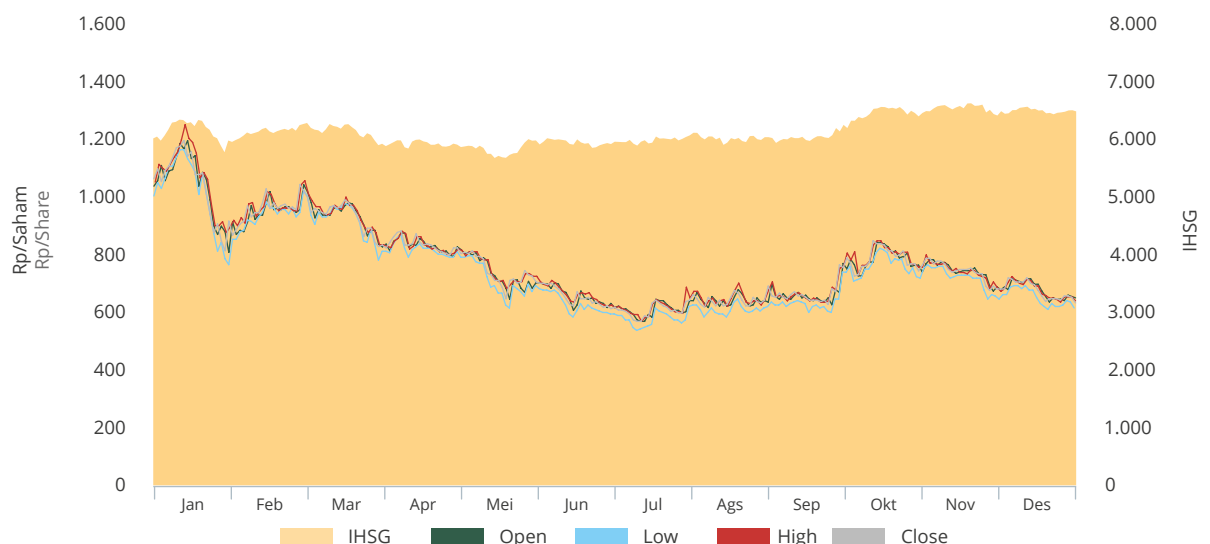
Shares of the Company are traded in the Indonesia Stock Exchange since 28 June 2013. Following are details of the Company's quarterly shares development in the years 2021 and 2020.

Tahun Year	Harga Lembar/Saham Price per Share				Jumlah Lembar Saham Number of Share	Volume Transaksi (Lembar) Transaction Volume (Share)	Kapitalisasi Pasar Market Capitalization (Rp)	Nama Bursa Saham Stock Exchange Name
	Pembukaan Opening	Tertinggi Highest	Terendah Lowest	Penutupan Closing				
2021								
TW 1 Q 1	1.045	1.285	765	820	9.932.534.336	16.890.097	8.144.678.155.520	Bursa Efek Indonesia Indonesia Stock Exchange
TW 2 Q 2	825	895	590	615	9.932.534.336	2.922.913	6.108.508.616.640	
TW 3 Q 3	620	710	545	660	9.932.534.336	4.187.512	6.555.472.661.760	
TW 4 Q 4	660	860	615	620	9.932.534.336	6.566.324	6.158.171.288.320	
2020								
TW 1 Q 1	444	448	152	197	9.932.534.336	7.645.699	1.956.709.264.192	Bursa Efek Indonesia Indonesia Stock Exchange
TW 2 Q 2	187	376	187	308	9.932.534.336	9.735.092	3.059.220.575.488	
TW 3 Q 3	310	660	304	460	9.932.534.336	37.353.685	4.568.965.794.560	
TW 4 Q 4	464	1.370	454	1.065	9.932.534.336	38.722.136	10.578.149.067.840	

Perkembangan Kinerja Saham Perseroan

The Company's Stock Performance Growth

Harga Saham (Rp/lembar)
Stock Price (Rp/share)

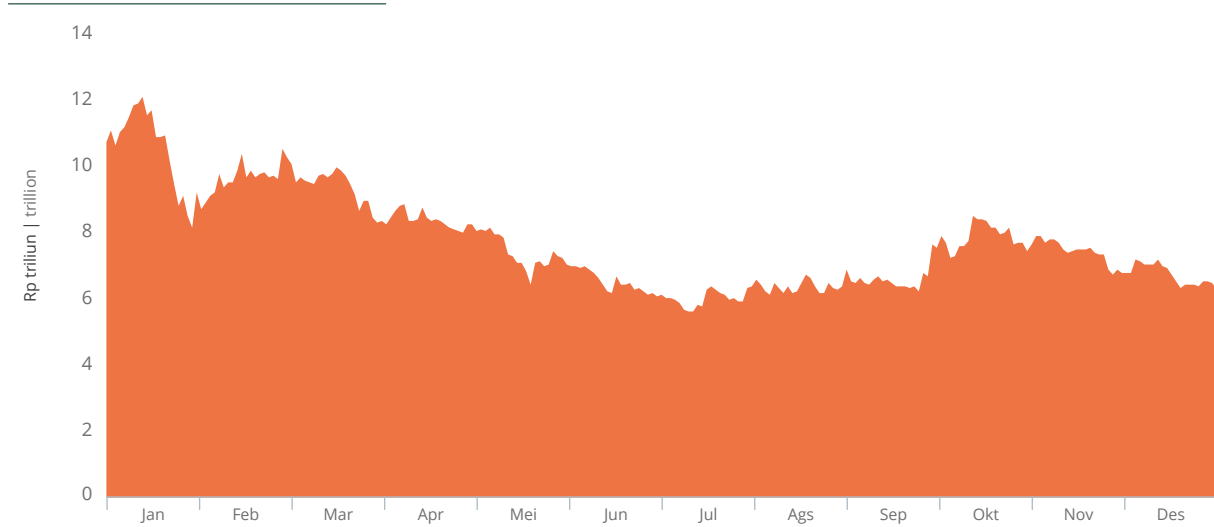


Perkembangan Kinerja Saham Perseroan

The Company's Stock Performance Growth

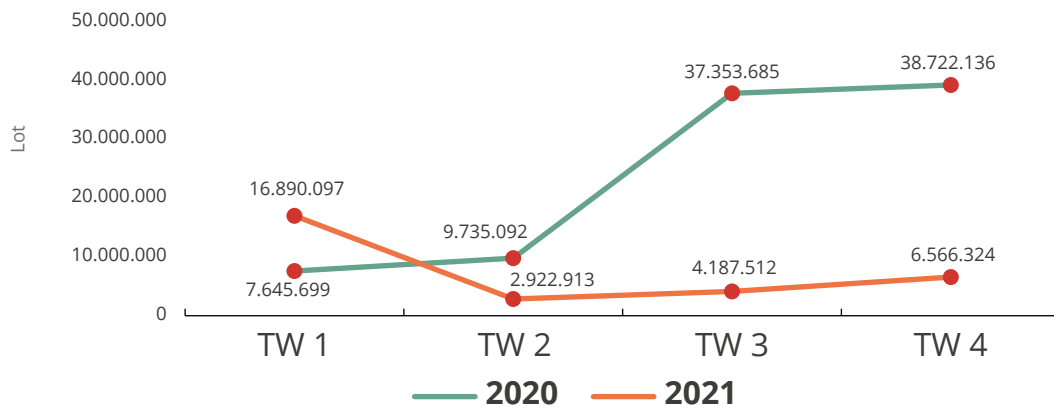
Kapitalisasi Pasar (Rp triliun)

Market Capitalization (Rp trillion)



Volume Perdagangan (Lot)

Trade Volume (Lot)





Kronologis Pencatatan Saham

Chronology of Shares Listing

Periode Period	Keterangan Information	Nilai Nominal (Rp) Nominal Value (Rp)	Harga Penawaran (Rp) Offer Price (Rp)	Jumlah Saham Diterbitkan Number of Shares Issued	Jumlah Saham Total Shares
Sebelum IPO Prior to IPO				7.500.000.000	7.500.000.000
2013	Penawaran Umum Saham Perdana (IPO) Initial Public Offering	100	560	2.337.678.500	9.837.678.500
2017	Management Employee Stock Option Plan (MESOP)	100	2.550	87.118.783	9.924.797.283
2018	Management Employee Stock Option Plan (MESOP)	100	3.090	7.737.053	9.932.534.336
2019	Management Employee Stock Option Plan (MESOP)	100	1.160	-	9.932.534.336

Aksi Korporasi

Corporate Action

Selama tahun 2021, Perseroan tidak melaksanakan aksi korporasi, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus atau perubahan nilai nominal saham.

During the year 2021, the Company did not conduct any such corporate action as stock split, reverse stock, shares dividend, bonus shares or change in the share's nominal value.

Penghentian Sementara

Temporary Suspension

Sepanjang tahun 2021, Perseroan tidak pernah dikenakan sanksi perdagangan saham, baik berupa penghentian sementara perdagangan saham (*suspension*) maupun penghapusan pencatatan saham (*delisting*) di Bursa Saham Indonesia.

All through the year 2021, the Company was not once subject to stock trading sanctions, either in the form of temporary suspension of stock trading or delisting of shares in the Indonesia Stock Exchange.

Ikhtisar Obligasi dan Sukuk

Bonds and Sukuk Overview

Hingga akhir tahun 2021, Perseroan tidak memiliki obligasi/sukuk/obligasi konversi yang beredar (*outstanding*). Dengan demikian informasi terkait tidak tersedia pada laporan tahunan ini.

Until the end of the year 2021, the Company did not retain outstanding bonds/sukuk/convertible bonds. Accordingly, related information is not presented in this annual report.

Peristiwa Penting 2021

2021 Events Highlights

19 Februari | February 19th



Bangun Distribution Center di Kota Lubuklinggau, Semen Baturaja Jaga Pasokan Semen

Established the Distribution Center in Lubuklinggau City, Semen Baturaja Maintains Cement Supply

3 Maret | March 3rd



Semen Baturaja Meraih Penghargaan WISCA AWARDS 2021

Semen Baturaja Received the 2021 WISCA AWARDS

4 Maret | March 4th



Siap Kembangkan Industri Semen, Semen Baturaja dan UNILA Lakukan Penandatanganan Kerja Sama Penelitian

Ready to Develop the Cement Industry, Semen Baturaja and UNILA Signed A Joint Research Agreement

16 Maret | March 16th



Semen Baturaja Tandatangani Kerja Sama Pemanfaatan Limestone, Gypsum, Fly Ash dan Bottom Ash dengan Huadian Bukit Asam Power

Semen Baturaja Signed a Cooperation Agreement with Huadian Bukit Asam Power on the Utilization of Limestone, Gypsum, Fly Ash and Bottom Ash

8 April | April 8th



Semen Baturaja Dukung UMKM dengan Menandatangani Surat Kesepakatan Usaha

Semen Baturaja Supports UMKM (Micro, Small and Medium-Scale Business) by Signing Business Agreement Letter

9 April | April 9th



Semen Baturaja meraih Penghargaan Indonesia Enterprises Risk Management Award – IV – 2021

Semen Baturaja Received the Indonesian Enterprises Risk Management Award – IV – 2021



Semen Baturaja Kembali Meraih Zero Accident di Penghargaan K3 2021

Semen Baturaja Once Again Received the Zero Accident Recognition at the 2021 Occupational Health & Safety (OHS) Award

28 April | April 28th



27 Mei | May 27th



Rapat Umum Pemegang Saham Tahunan Tahun Buku 2020

The Annual General Meeting of Shareholders (AGMS) for Fiscal Year 2020

31 Mei | May 31st



Semen Baturaja Meraih Penghargaan 12th IICD Best Overall & Top 50 Mid Capitalization Public Listed Company

Semen Baturaja Received Best Overall & Top 50 Mid-Capitalization Public Listed Company at the 12th IICD Awards

2 Juni | June 2nd



Semen Baturaja Meraih Penghargaan Serikat Media Siber Indonesia sebagai Sahabat Pers

Semen Baturaja Received the Recognition as "A Friend of the Press" at the Indonesia Cyber Media Union Awards

3 Juni | June 3rd



Semen Baturaja Menandatangani MoU Pembentukan Indonesia Infrastructure Learning Institute (I2LI) BUMN

Semen Baturaja Signed the MoU for the Establishment of BUMN's Indonesia Infrastructure Learning Institute (I2LI)

13 Juni | June 13th



Semen Baturaja Menggelar SMBR Innovation Award 2021

Semen Baturaja held the 2021 SMBR Innovation Award

30 Juni | June 30th



Peluncuran Indonesia Research and Innovation Institute (I2RI) dan Indonesia Infrastructure Learning Institute (I2LI)

Launching of the Indonesia Research and Innovation Institute (I2RI) and the Indonesia Infrastructure Learning Institute (I2LI)

Peristiwa Penting 2021

2021 Events Highlights

2 Juli | July 2nd



Semen Baturaja Meraih Penghargaan MATA LOKAL AWARDS 2021 "BUMN Paling Peduli Lingkungan"

Semen Baturaja Received the Recognition as "BUMN Most Concerned with the Environment" at the 2021 MATA LOKAL AWARDS

14 Juli | July 14th



Kodim 0403 OKU Gelar "Serbuan Vaksin" Bersama Semen Baturaja Guna Dukung Program Pemerintah

OKU Military District Command 0403 held the "Vaccine Raid" Jointly with Semen Baturaja in Support of the Government's Program

29 Juli | July 29th



HUT Kabupaten OKU ke-111 Semen Baturaja Salurkan Bantuan CSR ke Pemkab OKU

In Commemoration of OKU Province's 111th Anniversary, Semen Baturaja Extended Its CSR Support to the Provincial Government of OKU

Kunjungan Kerja Menteri BUMN RI di Semen Baturaja

Working Visit of the Minister of BMUN of the Republic of Indonesia at Semen Baturaja

3 Agustus | August 3rd



15 September | September 15th



Penandatanganan MoU antara Semen Baturaja dengan Kejaksaan Negeri OKU

MoU Signing between Semen Baturaja and the Office of the District Prosecutor General of OKU

7 Oktober | October 7th



Semen Baturaja Salurkan Bantuan Tabung Oksigen Kepada Pemkab OKU

Semen Baturaja Contributed Oxygen Tanks to the Provincial Government of OKU



24 Oktober | October 24th



Semen Baturaja Kolaborasi dengan HIPMI Sumsel untuk Kemajuan Ekonomi Sumatera Selatan

Semen Baturaja in Collaboration with HIPMI (Indonesia Young Entrepreneurs Association) of South Sumatera in Support for the Economic Development of South Sumatera

24 Oktober | October 24th



Penandatanganan MoU antara Semen Baturaja dengan Kejaksaan Negeri Bandar Lampung

MoU signing between Semen Baturaja and the Office of the District Prosecutor General of Bandar Lampung

27 Oktober | October 27th



Kunjungan Kerja Staff Khusus III Kementerian BUMN ke Rumah BUMN Baturaja dan penyaluran Bantuan Sembako Kepada Masyarakat di Baturaja dan OKU Selatan

Working Visit of the Special Staff III of the BUMN Ministry to the BUMN Baturaja House and Extended Assistance of Basic Needs Packages to the Community of Baturaja and South OKU

28 Oktober | October 28th



Semen Baturaja Meraih Penghargaan sebagai Perusahaan yang telah bermitra dengan UMKM di Provinsi Sumatera Selatan

Semen Baturaja was Awarded with the Recognition as the Company that has Accomplished Partnership with Micro, Small and Medium - Scale Enterprises (MSMEs) in South Sumatera

25-30 Oktober | October 25th-30th



Semen Baturaja Mendukung Pelatihan dan Sertifikasi Tenaga Kerja Konstruksi Tingkat Terampil Tahun 2021

Semen Baturaja Supports the Training and Certification Program for Skilled Level Construction Worker in 2021

18 November | November 18th



Semen Baturaja Sabet Penghargaan SNI Award 2021 Peringkat Perak

Semen Baturaja Received the Silver Rank at the 2021 SNI Award

Peristiwa Penting 2021

2021 Events Highlights

25 November | November 25th



Sinergi BUMN, Semen Baturaja Gandeng POS Indonesia Kolaborasi di Bidang Digitalisasi

BUMN Synergy, Semen Baturaja Joins Hands with POS Indonesia for a Collaboration in the field of Digitalization

29 November | November 29th



Semen Baturaja Bekerja Sama dengan Baznas dan BSB Syariah Luncurkan Baznas Card sebagai Nomor Pokok Wajib Zakat (NPWZ)

In Cooperation with Baznas and BSB Syariah, Semen Baturaja Launched the Baznas Card as the Zakat Mandatory Number

30 November | November 30th



Semen Baturaja Meraih Penghargaan Industri Hijau Tahun 2021 Level 5 dari Kementerian Perindustrian RI

Semen Baturaja Received Level 5 at the 2021 Green Industry Award from the Ministry of Industry of the Republic of Indonesia

9 Desember | December 9th



Menyukseskan Program Vaksinasi, Semen Baturaja Bersinergi dengan Polda Sumsel dan Polres OKU

In Support of the Vaccination Program's success, Semen Baturaja Collaborated with the Regional Police Command of South Sumatera and OKU's District Police Unit

23 November dan 9 Desember
November 23th and December 9th



Semen Baturaja Adakan Sosialisasi Varian Baturaja Mortar ke Pelanggan
Semen Baturaja Held Dissemination to Customers Regarding the Variance of Baturaja Mortar

15-31 Desember | December 15th-31st



Mendukung Program Vaksinasi Nasional Semen Baturaja Bersinergi Bersama Polda Sumsel Gencarkan Keroyok Vaksinasi Covid-19

In Support of the National Vaccination Program, Semen Baturaja Collaborated with the Regional Police Command of South Sumatera in Intensifying Covid-19 Vaccination



Penghargaan dan Sertifikasi

Awards and Certification

Penghargaan Awards



01



02



03



04



05



06



07



08



09



10



11



12



13



14

Penghargaan dan Sertifikasi

Awards and Certification

Penghargaan

Sepanjang tahun 2021, Semen Baturaja mendapatkan 14 penghargaan yang dirinci sebagai berikut:

Awards

Throughout the year 2021, Semen Baturaja received 14 awards as listed below:

No.	Tanggal Perolehan Date of Acceptance	Nama Penghargaan Name of Award	Ajang/Jenjang Event/Level	Penyelenggara Organizer
1	Januari 2021 January 2021	Penghargaan BPS RI Awards of the Central Bureau of Statistics (BPS) of the Republic of Indonesia	Responden yang aktif memberikan data dalam kegiatan survei statistik industri manufaktur Respondent who actively provided data in manufacturing industry statistical surveys	Badan Pusat Statistik (BPS) Republik Indonesia Central Bureau of Statistics of the Republic of Indonesia
2	3 Maret 2021 3 March 2021	WISCA AWARDS 2021	Budaya Safety Level 3 (Bronze/Perunggu) Safety Culture Level 3 (Bronze)	World Safety Organization (WSO) Indonesia
3	9 April 2021 9 April 2021	Indonesia Enterprises Risk Management Award (IERMA)- IV - 2021	4 th The Best Indonesia Enterprises Risk Management kategori Public Company-Basic Material – Raw Goods Sektor Industri Semen The 4 th Best Indonesia Enterprises Risk Management for category "Public Company-Basic Material-Raw Goods of Cement Industry Sector	Economic Review
4	28 April 2021 28 April 2021	Penghargaan Kecelakaan Nihil Tahun 2020 2020 Zero Accident Awards	Zero Accident Pabrik Palembang Zero Accident for Palembang Plant	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
5	28 April 2021 28 April 2021	Penghargaan Kecelakaan Nihil Tahun 2020 2020 Zero Accident Awards	Zero Accident Pabrik Lampung Zero Accident for Lampung Plant	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
6	31 Mei 2021 31 May 2021	12 th IICD Corporate Governance Award 2021	Best Overall & Top 50 Mid Capitalization Public Listed Company	Indonesian Institute for Corporate Directorship (IICD)
7	2 Juni 2021 2 June 2021	Anugerah Sahabat Pers SMSI SMSI (Indonesia Cyber Media Union) Distinguished Recognition as Friends of the Press	Sahabat Pers Friends of the Press	Serikat Media Siber Indonesia (SMSI) Indonesia Cyber Media Union
8	2 Juli 2021 2 July 2021	MATA LOKAL AWARDS 2021	BUMN Paling Peduli Lingkungan State-Owned Enterprise that is Most Concerned with the Environment	Tribun Sumsel Tribun of South Sumatera
9	18 Agustus 2021 18 August 2021	HUT ke-76 RI Provinsi Sumatera Selatan Commemoration of the 76 th Anniversary of the Republic of Indonesia in South Sumatera	Juara II Lomba Dekorasi Kantor dan Juara II Lomba Kebersihan kantor Winner II for Office Decoration and Winner II for Office Cleanliness Competition	Dinas Kebudayaan Dan Pariwisata Provinsi Sumatera Selatan (Disbudpar) Culture and Tourism Board of South Sumatera Province
10	28 Oktober 2021 28 October 2021	Forum Bisnis Investasi Investment Business Forum	Perusahaan yang telah bermitra dengan UMKM di Provinsi Sumatera Selatan Company that has accomplished partnership with MSMEs in South Sumatera Province	Pemerintah Provinsi Sumatera Selatan The Provincial Government of South Sumatera
11	18 November 2021 18 November 2021	Standar Nasional Indonesia (SNI) Award 2021 2021 Indonesia National Standard Awards	Peringkat Perak Silver Rank	Badan Standarisasi Nasional (BSN) The National Standardization Board
12	19 November 2021 19 November 2021	Indonesia Finance Award IV-2021	SOE – Public Company – Sector: Cement Industry – Manufacture with the Score (B) – Gold Award (Excellent)	Economic Review



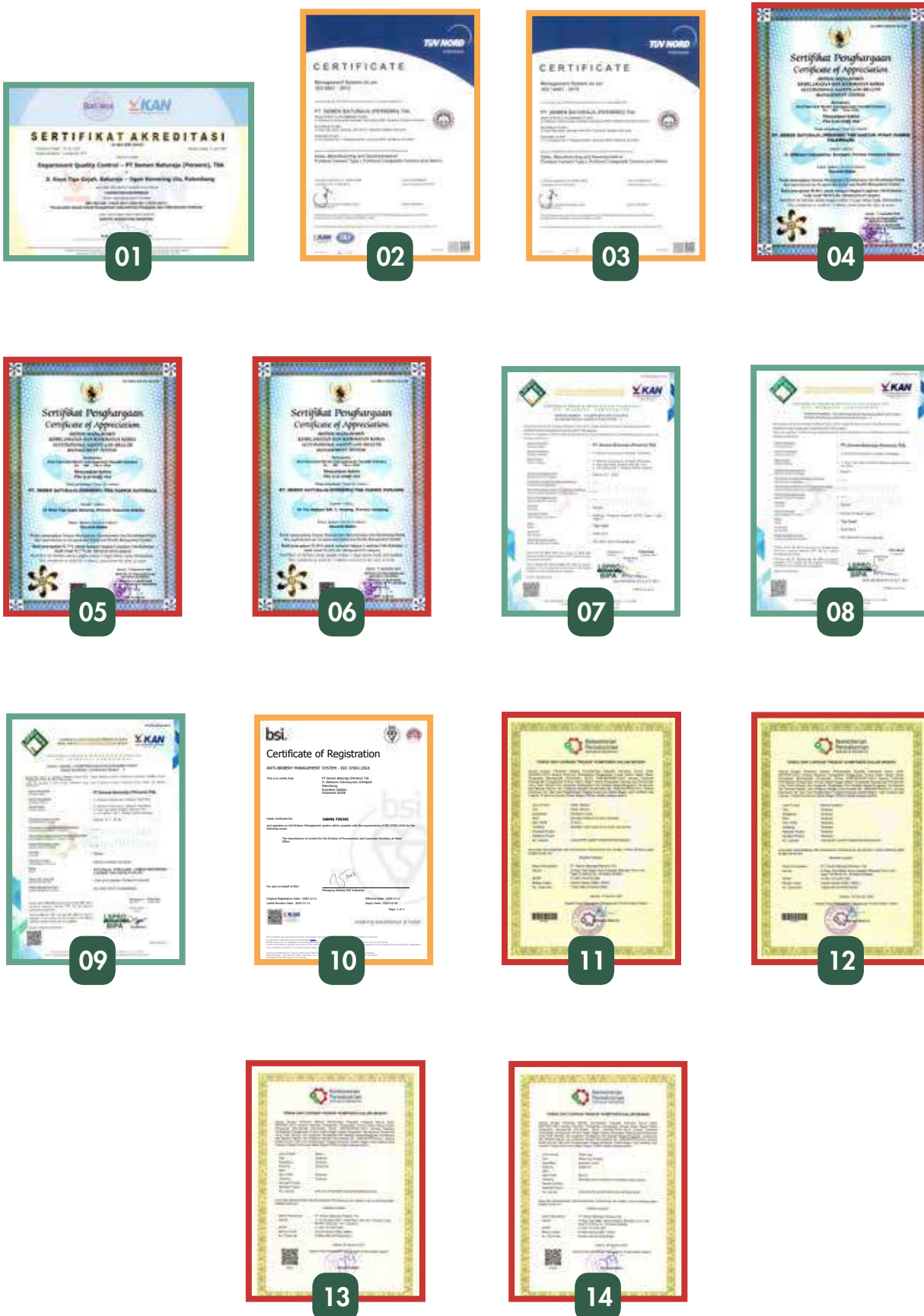
No.	Tanggal Perolehan Date of Acceptance	Nama Penghargaan Name of Award	Ajang/Jenjang Event/Level	Penyelenggara Organizer
13	19 November 2021 19 November 2021	Temu Karya Mutu & Produktivitas Nasional (TKMPN) XXV The XXV National Quality Work & Productivity Meeting	2 Platinum, 8 Gold, 1 Silver	Asosiasi Manajemen Mutu & Produktivitas Indonesia (AMMPI), PT Wahana Kendali Mutu (WKM), Kementerian Ketenagakerjaan, Asia Pasific Quality Organization (APQO) dan Asian Productivity Organization Indonesia Quality & Productivity Management (AMMPI), PT Wahana Kendali Mutu (WKM), the Ministry of Manpower, the Asia Pacific Quality Organization (APQO) and the Asian Productivity Organization
14	30 November 2021 30 November 2021	Penghargaan Industri Hijau Tahun 2021 2021 Green Industry Awards	Level 5	Kementerian Perindustrian RI The Ministry of Industry of the Republic of Indonesia

Penghargaan dan Sertifikasi

Awards and Certification

Sertifikasi

Certification





Sertifikasi

Berikut adalah sertifikasi Semen Baturaja yang masih berlaku hingga tahun 2021.

Certification

Following are details of Semen Baturaja's certification effective until the year 2021.

No.	Tanggal Perolehan Date of Acceptance	Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Name of Certification	Kegunaan Purpose	Pemberi Provider	Masa Berlaku Validity Period	Dokumen Sertifikat Document of Certification
1	28 Juni 2018 28 June 2018	Persyaratan Umum Kompetensi Laboratorium Pengujian dan Kalibrasi Departemen Quality Control PT Semen Baturaja (Persero) Tbk General Requirements Competence for Testing and Calibration Laboratory, the Department of Quality Control of PT Semen Baturaja (Persero) Tbk	SNI ISO/IEC 17025 : 2017	Untuk menetapkan standar kompetensi untuk laboratorium dimana ruang lingkup standar ini mencakup pengujian dan kalibrasi dengan metode baku, dan metode yang dikembangkan oleh laboratorium sendiri. To establish competency standards for laboratories where the scope of the standards includes testing and calibration with standard methods, and methods developed by laboratories themselves.	Komite Akreditasi Nasional (KAN) The National Accreditation Committee	28 Juni 2018 - 27 Juni 2022 28 June 2018 - 27 June 2022	LP-462-IDN
2	11 April 2019 11 April 2019	Sistem Manajemen Mutu PT Semen Baturaja (Persero) Tbk (Kantor pusat & Pabrik Palembang, Pabrik Baturaja, Pabrik Panjang) Quality Management System of PT Semen Baturaja (Persero) Tbk (Head Office & Palembang Plant, Baturaja Plant, Panjang Plant)	SNI ISO 9001:2015	Secara umum penerapan ISO 9001:2015 adalah untuk: 1. Meningkatkan kepercayaan kepada pelanggan akan mutu produk dan layanan. 2. Memberikan jaminan mutu produk dan layanan. 3. Meningkatkan produktivitas perusahaan. 4. Meningkatkan motivasi karyawan. 5. Membentuk hubungan saling menguntungkan dengan pemasok. 6. Mencapai penghematan biaya yang optimum. 7. Mengenal risiko dan peluang dalam meningkatkan mutu produk dan layanan. The implementation of ISO 9001:2015 is generally for the following purposes: 1. Increase customers' confidence in the quality of products and services. 2. Provide product and service quality assurance. 3. Increase company's productivity. 4. Increase employees' motivation. 5. Establish mutually beneficial relationships with suppliers. 6. Achieve optimum cost savings. 7. Recognize the risks and opportunities in improving the quality of products and services.	TUV NORD Indonesia	11 April 2019 - 25 April 2022 11 April 2019 - 25 April 2022	Reg. 16 00 D 13044

Penghargaan dan Sertifikasi

Awards and Certification

No.	Tanggal Perolehan Date of Acceptance	Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Name of Certification	Kegunaan Purpose	Pemberi Provider	Masa Berlaku Validity Period	Dokumen Sertifikat Document of Certification
3	11 April 2019 11 April 2019	Sistem Manajemen Lingkungan PT Semen Baturaja (Persero) Tbk (Kantor Pusat & Pabrik Palembang, Pabrik Baturaja, Pabrik Panjang) Environmental Management System of PT Semen Baturaja (Persero) Tbk (Head Office & Palembang Plant, Baturaja Plant, Panjang Plant)	SNI ISO 14001:2015	Untuk mengidentifikasi secara sistematis dan mengelola resiko lingkungan sehingga mampu melindungi lingkungan secara komprehensif dan dapat mengurangi keluhan masyarakat secara umum. To identify systematically and manage environmental risks so as to be able to comprehensively protect the environment and reduce public's complaints in general.	TUV NORD Indonesia	11 April 2019 - 25 April 2022 11 April 2019 - 25 April 2022	Reg. 08 04 D 13016 RI
4	17 September 2020 17 September 2020	Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Palembang Occupational Safety and Health Management System of PT Semen Baturaja (Persero) Tbk at Palembang Plant	SMK3 Occupational Safety and Health Management System	Untuk memastikan bahwa sistem manajemen keselamatan dan kesehatan kerja organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure the organization's occupational health and safety management system is effectively documented, implemented and maintained, and meets the requirements of applicable audit standards, laws and regulations.	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020-17 September 2023 17 September 2020-17 September 2023	REG. SMK3.2020. SUC.SK-2157 (Kantor Pusat Pabrik Palembang) REG. SMK3.2020. SUC.SK-2157 (Head Office, Palembang Plant)
5	17 September 2020 17 September 2020	Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Baturaja Occupational Safety and Health Management System of PT Semen Baturaja (Persero) Tbk at Baturaja Plant	SMK3 Occupational Safety and Health Management System	Untuk memastikan bahwa sistem manajemen keselamatan dan kesehatan kerja organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure the organization's occupational health and safety management system is effectively documented, implemented and maintained, and meets the requirements of applicable audit standards, laws and regulations.	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020-17 September 2023 17 September 2020-17 September 2023	REG. SMK3.2020. SUC.SK-2156 (Pabrik Baturaja) REG. SMK3.2020. SUC.SK-2156 (Baturaja Plant)



No.	Tanggal Perolehan Date of Acceptance	Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Name of Certification	Kegunaan Purpose	Pemberi Provider	Masa Berlaku Validity Period	Dokumen Sertifikat Document of Certification
6	17 September 2020 17 September 2020	Sistem Manajemen Keselamatan dan Kesehatan Kerja PT Semen Baturaja (Persero) Tbk Pabrik Panjang Occupational Safety and Health Management System of PT Semen Baturaja (Persero) Tbk at Panjang Plant	SMK3 Occupational Safety and Health Management System	Untuk memastikan bahwa sistem manajemen keselamatan dan kesehatan kerja organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure the organization's occupational health and safety management system is effectively documented, implemented and maintained, and meets the requirements of applicable audit standards, laws and regulations.	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	17 September 2020-17 September 2023 17 September 2020-17 September 2023	REG. SMK3.2020. SUC.SK-2158 (Pabrik Panjang) REG. SMK3.2020. SUC.SK-2158 (Panjang Plant)
7	22 March 2018 22 March 2018	Jenis Ordinary Portland Cement (OPC) Type 1 dan Type 2. PT Semen Baturaja (Persero) Tbk (Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang) Ordinary Portland Cement (OPC) Type 1 and Type 2 of PT Semen Baturaja (Persero) Tbk (Palembang Plant, Baturaja Plant & Panjang Plant)	SPPT SNI OPC/ Type 1 dan Type 2 SPPT SNI OPC/ Type 1 and Type 2	Untuk memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure and see if the consistency and implementation of cement production is in accordance with Indonesia National Standards and ensure the organization's quality management system is documented, implemented and maintain effectively, and meets the requirements of applicable audit standards, laws and regulations.	Lembaga Sertifikasi Produk BIPA Product Certification Board	22 Maret 2018-21 Maret 2022 22 March 2018-21 March 2022	No.014/BPPI/ BIPA-SERT. 2/03/2018

Penghargaan dan Sertifikasi

Awards and Certification

No.	Tanggal Perolehan Date of Acceptance	Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Name of Certification	Kegunaan Purpose	Pemberi Provider	Masa Berlaku Validity Period	Dokumen Sertifikat Document of Certification
8	17 Juli 2018 17 July 2018	Jenis Cement Portland Type 5. PT Semen Baturaja (Persero) Tbk (Pabrik Baturaja) Portland Cement Type 5. PT Semen Baturaja (Persero) Tbk (Baturaja Plant)	SPPT SNI Semen Portland Type V SPPT SNI Portland Cement Type V	Untuk memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure and see if the consistency and implementation of cement production is in accordance with Indonesia National Standards and ensure the organization's quality management system is documented, implemented and maintain effectively, and meets the requirements of applicable audit standards, laws and regulations.	Lembaga Sertifikasi Produk BIPA Product Certification Board	17 Juli 2018-16 Juli 2022 17 July 2018-16 July 2022	NO.042/ BPPI/ Baristand-Palembang-SERT. 2/07/2018
9	31 Mei 2021 31 May 2021	Jenis Portland Komposit (PCC) PT Semen Baturaja (Persero) Tbk (Pabrik Palembang, Pabrik Baturaja & Pabrik Panjang) Portland Composite (PCC) Type of PT Semen Baturaja (Persero) Tbk (Palembang Plant, Baturaja Plant & Panjang Plant)	SPPT SNI PCC	Untuk memastikan dan melihat apakah konsistensi serta implementasi dalam produksi semen sesuai dengan Standar Nasional Indonesia dan memastikan sistem manajemen mutu organisasi didokumentasikan, diimplementasikan, dipelihara secara efektif dan memenuhi persyaratan standar audit, undang-undang dan peraturan yang berlaku. To ensure and see if the consistency and implementation of cement production is in accordance with Indonesia National Standards and ensure the organization's quality management system is documented, implemented and maintain effectively, and meets the requirements of applicable audit standards, laws and regulations.	Lembaga Sertifikasi Produk BIPA Product Certification Board	31 Mei 2021-18 Juni 2025 31 May 2021-18 June 2025	No.12/BPPI/ Baristand-Palembang/MS.1/V/2021



No.	Tanggal Perolehan Date of Acceptance	Jenis, Bidang atau Area Sertifikasi Type, Field or Area of Certification	Nama Sertifikasi Name of Certification	Kegunaan Purpose	Pemberi Provider	Masa Berlaku Validity Period	Dokumen Sertifikat Document of Certification
10	11 Desember 2020 11 December 2020	Sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) Divisi Corporate Secretary dan Divisi Procurement Anti-Bribery Management System Corporate Secretary Division and Procurement Division	SNI ISO 37001:2016	Untuk menanamkan budaya anti-penyuapan dalam sebuah organisasi dan menerapkan pengendalian yang tepat sehingga dapat meningkatkan kesempatan untuk mendeteksi dan mengurangi kejadian penyuapan sejak awal. To establish anti-bribery culture in an organization and implement appropriate control measures so as to increase the opportunities to detect and reduce bribery incidence from the start.	BSI Group Indonesia	11 Desember 2020-10 Desember 2023 11 December 2020-10 December 2023	IABMS 738282
11	7 Februari 2020 7 February 2020	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Terak/Klinker SMBR Certified for Domestic Component Level Achievement for Clinker Product of SMBR	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) Certified for Domestic Component Level Achievement	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri. Explains the total use of raw and other materials that are of domestic products.	Kementerian Perindustrian Republik Indonesia The Ministry of Industry of the Republic of Indonesia	7 Februari 2020-6 Februari 2023 7 February 2020-6 February 2023	No Tanda Sah: 116/SJ-IND/TKDN/2/2020 Legal Seal Number: 116/SJ-IND/TKDN/2/2020
12	7 Februari 2020 7 February 2020	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Semen Portland Certified Domestic Component Level Achievement for Portland Cement Product	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) Certified for Domestic Component Level Achievement	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri. Explains the total use of raw and other materials that are of domestic products.	Kementerian Perindustrian Republik Indonesia The Ministry of Industry of the Republic of Indonesia	7 Februari 2020-6 Februari 2023 7 February 2020-6 February 2023	No Tanda Sah: 156/SJ-IND.8/TKDN/2/2020 Legal Seal Number: 156/SJ-IND.8/TKDN/2/2020
13	26 Agustus 2021 26 August 2021	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk Mortar Certified Domestic Component Level Achievement for Mortar Product	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) Certified for Domestic Component Level Achievement	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri. Explains the total use of raw and other materials that are of domestic products.	Kementerian Perindustrian Republik Indonesia The Ministry of Industry of the Republic of Indonesia	26 Agustus 2021-25 Agustus 2024 26 August 2021-25 August 2024	No Tanda Sah: 6758/SJ-IND.8/TKDN/8/2021 Legal Seal Number: 6758/SJ-IND.8/TKDN/8/2021
14	26 Agustus 2021 26 August 2021	Tanda Sah Capaian Tingkat Komponen Dalam Negeri untuk Produk White Clay Certified Domestic Component Level Achievement for White Clay Product	Tanda Sah Capaian Tingkat Komponen Dalam Negeri (TKDN) Certified for Domestic Component Level Achievement	Menerangkan jumlah penggunaan bahan baku dan material lainnya yang merupakan produk dalam negeri. Explains the total use of raw and other materials that are of domestic products.	Kementerian Perindustrian Republik Indonesia The Ministry of Industry of the Republic of Indonesia	26 Agustus 2021-25 Agustus 2024 26 August 2021-25 August 2024	No Tanda Sah: 6760/SJ-IND.8/TKDN/8/2021 Legal Seal Number: 6760/SJ-IND.8/TKDN/8/2021





Laporan Manajemen

Management Reports



Laporan Dewan Komisaris

Report from Board of Commissioners



Franciscus M.A. Sibarani

Komisaris Utama
President Commissioner



Dear Shareholders,

Dewan Komisaris memandang bahwa kinerja Direksi dalam pengelola Perseroan pada tahun 2021 secara umum sangat baik. Dari sisi kinerja, pencapaian Perseroan lebih baik dibandingkan dengan tahun sebelumnya. Direksi mampu menyelaraskan target dan sasaran sesuai dengan ruang lingkup tugas masing-masing. Sehingga dapat memenuhi target KPI yang telah ditetapkan dalam Kontrak Manajemen.

The Board of Commissioners views the performance of the Board of Directors in managing the Company in 2021 was generally very good. From the performance aspect, the Company's achievement was better than the previous year. The Board of Directors was able to align the targets and goals in accordance with the scope of each task. Thus, the Board was able to fulfill its KPI targets set forth in the Management Contract.

Para pemegang saham dan pemangku kepentingan yang terhormat,

Segala puji dan syukur kepada Tuhan Yang Maha Kuasa, sehingga PT Semen Baturaja (Persero) Tbk ("Perseroan") mampu menjalani tahun 2021 dengan pencapaian yang sangat baik. Pada kesempatan ini, perkenankan kami selaku Dewan Komisaris untuk menyampaikan laporan pelaksanaan tugas pengawasan terhadap kebijakan dan jalannya pengurusan Perseroan yang dilaksanakan oleh Direksi selama tahun 2021.

Kami menyadari bahwa situasi yang dilalui oleh Direksi dalam pengelola Perseroan pada tahun 2021 tidak mudah. Pandemi Covid-19 yang belum sepenuhnya pulih, membuat kondisi perekonomian bergerak dinamis. Situasi ini harus direspons dengan tepat oleh manajemen agar kinerja Perseroan tetap terjaga dengan baik.

Dalam pandangan Dewan Komisaris, Direksi serta jajaran organisasi Perseroan telah menjalankan tugas dan fungsinya dengan baik. Begitu juga dalam merespons perkembangan situasi eksternal yang tentu saja berpengaruh terhadap kinerja Perseroan. Hasil yang ditunjukkan melalui kinerja Perseroan pada tahun 2021, secara umum lebih baik dibandingkan tahun sebelumnya. Pencapaian ini menunjukkan bahwa strategi dan kebijakan strategis manajemen dinilai tepat.

Dear Shareholders and Stakeholders,

All praise and gratitude be to God Almighty that PT Semen Baturaja (Persero) Tbk ("Company") was able to pass through the year 2021 with great achievements. On this occasion, please allow us as the Board of Commissioners, to submit this report on the implementation of the Board's supervisory duties on the policies and management of the Company carried out by the Board of Directors during the 2021 period.

We realize that the circumstances in which the Board of Directors had to face through in managing the Company during the year 2021 were not easy. The Covid-19 pandemic, which has not fully recovered, has caused the economy to shift dynamically. This situation must be meticulously responded by the management so that the Company's performance can be appropriately maintained.

In the view of the Board of Commissioners, the Board of Directors as well as all levels of the Company's organization have carried out their duties and functions thoroughly. Likewise, in responding to developments occurring externally which have surely affected the Company's performance. The Company's performance in 2021 have generally marked better results than the previous year. Such accomplishment proves that the management's strategies and strategic policies were spot-on.

Laporan Dewan Komisaris

Board of Commissioners Report

Perkembangan Kondisi Perekonomian

Kondisi perekonomian nasional sejak awal tahun 2021 menunjukkan arah pemulihan. Pada kuartal II-2021, pertumbuhan ekonomi telah menunjukkan angka positif, yaitu 7,07% dibandingkan periode yang sama tahun sebelumnya (*year on year/YoY*).

Memasuki kuartal III-2021, pandemi Covid-19 kembali bergolak akibat adanya varian baru, yaitu varian Delta. Akibat kasus Covid-19 yang kembali mengalami lonjakan, pemerintah merespons dengan kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM), yang berimplikasi pada penurunan mobilitas masyarakat serta gairah perekonomian.

Kendati demikian, kebijakan tersebut juga diiringi dengan vaksinasi yang masif, yang dinilai cukup berhasil menekan penyebaran pandemi. Dengan mulai terkendalinya Covid-19, pemerintah pun kembali melakukan relaksasi terhadap kegiatan masyarakat, sehingga turut mendorong gairah aktivitas perekonomian. Angka pertumbuhan ekonomi pada kuartal III-2021 tetap positif secara tahunan, meskipun mengalami perlambatan dibandingkan kuartal sebelumnya.

Hingga pada akhir tahun 2021, Badan Pusat Statistik (BPS) mencatat pertumbuhan ekonomi nasional mencapai 3,69%, jauh lebih baik dibandingkan tahun sebelumnya yang masih berkontraksi. Hampir seluruh sektor usaha pun juga mulai tumbuh positif.

Sejalan dengan kondisi perekonomian yang membaik, tingkat permintaan terhadap produk semen juga mengalami peningkatan. Asosiasi Semen Indonesia (ASI) mencatat, permintaan semen di tingkat nasional pada tahun 2021 mencapai 65,2 juta ton, naik 4,3% dibanding tahun sebelumnya. Sedangkan di wilayah utama Perseroan, yaitu Sumatera bagian Selatan (Sumbagsel) tumbuh 5,6%.

Kondisi pasar yang berangsur pulih tersebut ikut mendukung kinerja Perseroan, baik dari sisi operasional maupun keuangan, meskipun Perseroan masih harus bersaing ketat dalam mempertahankan pangsa pasarnya di wilayah Sumbagsel. Namun dengan serangkaian langkah strategis yang tepat, kinerja Perseroan masih dapat ditingkatkan dari tahun sebelumnya.

Development In Economic Conditions

The national economic conditions since the beginning of 2021 have shown signs towards recovery. In Quarter II-2021, for example, economic growth was indicated with a positive 7.07% compared to the previous year (*year on year/YoY*).

Entering Quarter II-2021, the Covid-19 pandemic was again disturbing with the spread of the new Delta variant. The surging Covid-19 cases were responded by the government's policy on Community Activity Restrictions Enforcement (PPKM), which implicated on the public's decreasing mobility as well as economic drive.

Nevertheless, the policy was also followed by massive vaccination which was considered to have successfully suppressed the spread of the pandemic. With the Covid-19 seemingly starting to be under control, the government again administered relaxation to public activities, so as to help encourage economic motion. Economic growth in Quarter III-2021 remained positive on annual term, although deceleration was noted if compared to the previous quarter.

Until the end of 2021, the Central Bureau of Statistics (BPS) recorded the national economic growth reaching 3.69%, significantly higher than the previously contracted year. Almost all business sectors were beginning to grow positively.

In line with the improving economic conditions, demand for cement products was also on the rise. The Indonesian Cement Association (ASI) recorded that demand for cement at the national level in 2021 reached 65.2 million tons, a 4.3% increase from the previous year. While in the Company's main areas of operation, namely in Southern Sumatera, demand grew by 5.6%.

The gradually recovering conditions of the market have also helped boost the Company's performance, both from the operational as well as financial aspects, although the Company remained tightly competing in maintaining its market share in Southern Sumatera region. However, with accurate strategic steps the Company's performance was able to improve from the previous year.



Penilaian terhadap Kinerja Direksi

Dasar Penilaian

Dalam memberikan penilaian atas kinerja Direksi dalam pengelolaan Perseroan, Dewan Komisaris menggunakan dasar yang terukur. Dasar yang digunakan, antara lain pencapaian target-target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) dan *Key Performance Indicators* (KPI) tahun 2021 baik yang bersifat kolegal (korporat) maupun individual yang telah disusun di awal tahun dan disepakati dengan pemegang saham sebagai kontrak manajemen.

Selain itu, penilaian terhadap kinerja Direksi juga dilakukan berdasarkan penerapan tata kelola perusahaan yang baik (GCG). Hal ini sejalan dengan Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Terkait dengan penerapan GCG tersebut, antara lain ditunjukkan juga melalui rapat gabungan Dewan Komisaris dengan Direksi yang diselenggarakan secara rutin. Pada tahun 2021, tercatat jumlah rapat gabungan yang telah diselenggarakan sebanyak 32 kali.

Pada kesempatan tersebut, Dewan Komisaris memberikan arahan dan masukan kepada Direksi terkait dengan hal-hal yang perlu mendapat perhatian. Dewan Komisaris senantiasa melakukan pemantauan terhadap tindak lanjut dari hasil rapat tersebut.

Penilaian Kinerja

Mengacu pada pertimbangan-pertimbangan tersebut, Dewan Komisaris memandang bahwa kinerja Direksi dalam pengelola Perseroan pada tahun 2021 secara umum sangat baik. Dari sisi kinerja, pencapaian Perseroan lebih baik dibandingkan dengan tahun sebelumnya. Direksi mampu menyelaraskan target dan sasaran sesuai dengan ruang lingkup tugas masing-masing. Sehingga dapat memenuhi target KPI yang telah ditetapkan dalam Kontrak Manajemen.

Sepanjang tahun 2021, Perseroan membukukan volume produksi sebesar 1.960.951 ton dan volume penjualan sebesar 1.940.309 ton. Dibandingkan dengan tahun sebelumnya, masing-masing mengalami peningkatan 2% dan 1%.

Perseroan juga berhasil mempertahankan pangsa pasar di wilayah Sumbagsel, yakni sebesar 31%,

Performance Assesment of The Board of Directors

Basis of Assessment

In assessing the performance of the Board of Directors in managing the Company, the Board of Commissioners uses measurable basis. This include, among others, achievement of set targets as contained in the Company Work Plan and Budget (RKAP) and in the Key Performance Indicators (KPI) in 2021, which are both collegial and individual in nature set forth at the start of the year and agreed upon by the shareholders as the management contract.

In addition, assessment on the performance of the Board of Directors was also conducted based on the implementation of good corporate governance (GCG). This was in line with the Decision of the Secretary of BUMN Ministry No. SK-16/S.MBU/2012 dated 6 June 2012 on the Indicators/Parameters of Assessment and Evaluation on the Implementation of Good Corporate Governance in State-Owned Enterprises.

Regarding such GCG implementation, it is among others shown through the joint meetings routinely held between the Board of Commissioners and the Board of Directors. In the year 2021, as many as 32 joint meetings as such were held.

On such occasions, the Board of Commissioners was able to provide directions and feedbacks to the Board of Directors related to matters necessarily requiring closer attention. The Board of Commissioners was continuously monitoring the follow-ups of the meetings' results.

Performance Assessment

Referring to the above considerations, the Board of Commissioners views the performance of the Board of Directors in managing the Company in 2021 was generally very good. From the performance aspect, the Company's achievement was better than the previous year. The Board of Directors was able to align the targets and goals in accordance with the scope of each task. Thus, the Board was able to fulfill its KPI targets set forth in the Management Contract.

Throughout the year 2021, the Company booked its production volume of 1,960,951 tons and sales volume of 1,940,309 tons. Compared to the previous year, each increased by 2% and 1% respectively.

The Company also succeeded in maintaining the market share in Southern Sumatera, namely at 31%, although

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walaupun sedikit menurun dibandingkan tahun lalu, yaitu sekitar 1%. Meski demikian, peningkatan pangsa pasar terjadi di wilayah Lampung yang mampu mencapai 29% atau meningkat 1% dibandingkan dengan periode yang sama tahun sebelumnya.

Dari sisi kinerja keuangan, Perseroan mampu memaksimalkan penjualan dengan capaian Rp1,8 triliun, meningkat 2% dari realisasi di tahun 2020 yang sebesar Rp1,7 triliun. Kinerja laba bersih tumbuh 372%, dari Rp11,0 miliar pada tahun 2020 menjadi Rp51,8 miliar di tahun 2021.

Sedangkan dari sisi penerapan GCG, Dewan Komisaris menilai Direksi juga telah melaksanakannya dengan baik. Hal itu, antara lain terlihat dari pencapaian penerapan GCG serta manajemen risiko yang semakin baik, terencana dan konsisten.

Selain itu, pada tahun 2021 Dewan Komisaris juga memberikan perhatian penuh terhadap pencapaian KPI Perseroan di 2021 dengan indikator:

1. Nilai Ekonomi dan Sosial untuk Indonesia: Ekspansi berkesinambungan melalui pencapaian EBITDA, Cash from Operation, Return on Invested Capital $\geq$ WACC, Posisi keuangan yang sustainable dengan indikator Interest Bearing Debt to Invested Capital dan Interest Bearing Debt to EBITDA, External Customer Satisfaction Index, Overall Equipment Effectiveness (OEE), Production Cost Per Ton (COGS/Ton), Capacity Utilization Rate, Thermal Substitution Rate dan Hazardous Waste Material Reuse (Gross Added Value).
2. Inovasi Model Bisnis: Transaksi Digital Platform terhadap Total Revenue dan Downstream Business Contribution to Total Revenue.
3. Kepemimpinan Teknologi: Penyelesaian Tahap EPC Intelligence Process Control System dan Tahap Engineering Predictive Maintenance Berbasis Artificial Intelligence.
4. Peningkatan Investasi: Realisasi Investasi dan Good Corporate Governance (GCG) Score.
5. Pengembangan Talenta: Training Hours, Persentase Perempuan dalam Nominated Talent dan Persentase Milenial (<40 tahun) dalam Top Talent.

Penilaian terhadap Implementasi Strategi

Sepanjang tahun 2021, Dewan Komisaris menilai bahwa Direksi telah mengambil langkah-langkah inisiatif yang tepat guna, sehingga dapat mempertahankan kinerja usaha yang positif. Kebijakan di bidang produksi berhasil menciptakan efisiensi, sehingga memberikan dukungan terhadap peningkatan penjualan dan pendapatan Perseroan.

this was a slight decline by about 1% compared to the previous year. Nonetheless, a market share increase in Lampung area was noted to have reached 29%, or a rise of 1% if compared to the same period of the previous year.

From the financial performance aspect, the Company was able to maximize sales up to Rp1.8 trillion, a 2% increase from realization in the year 2020 which recorded at Rp1.7 trillion. Net profit grew by 372%, namely from Rp11.0 billion in 2020 to Rp51.8 billion in 2021.

While from GCG implementation aspect, the Board of Commissioners considered the performance of the Board of Directors was satisfactory. This is shown, among others, from the implementation of GCG and risk management considered to have improved, better planned and consistent.

In addition, in the year 2021 the Board of Commissioners also paid full attention on the achievement of the Company's 2021 KPI with the following indicators:

1. Economic and Social Values for Indonesia: Sustainable expansion through EBITDA achievement, Cash from Operation, Return on Invested Capital $>$ WACC, Sustainable financial position with indicator Interest Bearing Debt to Invested Capital and Interest Bearing Debt to EBITDA, External Customer Satisfaction Index, Overall Equipment Effectiveness (OEE), Production Cost Per Ton (COGS/Ton), Capacity Utilization Rate, Thermal Substitution Rate and Hazardous Waste Material Reuse (Gross Added Value).
2. Business Model Innovation: Digital Platform Transaction on Total Revenue and Downstream Business Contribution to Total Revenue.
3. Technology Leadership: Completion of EPC Intelligence Process Control System Stage and Artificial Intelligence-Based Predictive Maintenance.
4. Investment Increase: Realization of Investment and Good Corporate Governance (GCG) Score.
5. Talent Development: Training Hours, Percentage of Women in Nominated Talent and Percentage of Millennial (<40 years) in Top Talent.

Assessment on Strategy Implementation

Throughout the year 2021, the Board of Commissioners feels that the Board of Directors has taken appropriate initiative steps that were on-target, so as to be able to maintain positive business performance. Policies in the production area have successfully generated efficiency that provided support to the increase in sales and income of the Company.



Strategi yang diterapkan oleh Direksi dalam mengamankan pasokan sangat tepat, terutama di tengah persaingan yang sangat ketat. Program kerja sama konsinyasi dengan distributor turut mendukung penetrasi produk Perseroan di pasar, sehingga mampu mempertahankan kinerja penjualan dengan baik.

Upaya manajemen untuk fokus pada pasar utama yang memberikan kontribusi margin maksimal, merupakan langkah yang strategis. Dengan demikian, Perseroan tetap mampu meningkatkan pendapatan yang ditunjang oleh peningkatan volume penjualan.

Pelaksanaan inisiatif efisiensi melalui program SMBRGO45 serta inisiatif untuk meningkatkan produktivitas melalui program SMBRGO3T juga telah berjalan dengan baik. Karena itu, Dewan Komisaris memandang bahwa strategi dan kebijakan strategis yang diterapkan oleh Direksi sebagai respons terhadap perkembangan yang ada sudah sangat tepat dan memberikan hasil yang baik.

Pengawasan terhadap Perumusan dan Implementasi Strategi

Sesuai dengan amanat regulasi, salah satu tugas utama Dewan Komisaris adalah melakukan pengawasan terhadap Direksi dalam mengelola Perseroan. Pengawasan tersebut dilakukan sejak dari perumusan strategi dalam penyusunan Rencana Anggaran dan Keuangan Perusahaan (RKAP).

Pengawasan juga dilakukan selama proses implementasi strategi. Proses ini dilakukan melalui rapat gabungan Dewan Komisaris dan Direksi secara rutin maupun secara langsung diluar mekanisme rapat, sesuai dengan kebutuhan. Selain itu, pengawasan pelaksanaan strategi juga dilakukan melalui organ Dewan Komisaris, yaitu komite-komite yang telah dibentuk, yaitu Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Manajemen Risiko.

Dalam pengamatan Dewan Komisaris, Direksi telah merumuskan strategi dengan baik dan terencana, yang termasuk di dalamnya merupakan upaya mitigasi risiko-risiko yang mungkin timbul sejak dini. Implementasi atas strategi tersebut pun dinilai sejalan dengan yang telah dirumuskan, sehingga memberikan hasil yang positif terhadap kinerja Perseroan.

Frekuensi dan Cara Pemberian Nasihat

Kolaborasi yang harmonis antara Dewan Komisaris dan Direksi diyakini menjadi kunci utama dari keberhasilan penerapan kebijakan strategis oleh manajemen, yang salah satunya diwujudkan melalui pengawasan dan

Strategies applied by the Board of Directors in safeguarding supplies were accurate, especially in the midst of such tight competition. Consignment cooperation programs with distributors have also supported the Company's product penetration into the market that sales performance was well-maintained.

The management's efforts to focus on the main markets that contribute maximum margin were regarded as strategic moves. Consequently, the Company was still able to raise income which was supported by the increase in sales price.

Implementation of efficiency initiative through SMBRGO45 as well as initiative to increase productivity through SMBRGO3T program was also well carried out. For this reason, the Board of Commissioners views that strategies and strategic policies applied by the Board of Directors as responses on occurring developments were very accurate and provided good results.

Supervision on Strategy Formulation and Implementation

In line with the regulation mandate, one of the main duties of the Board of Commissioners is to supervise the Board of Directors in managing the Company. This supervisory duty starts with the formulation of strategies in establishing the Company's Budget and Financial Plan atau Work Plan and Budget (RKAP).

Supervision is also conducted throughout the strategy implementation process which is carried out through joint meetings between the Board of Commissioners and the Board of Directors on routine basis as well as directly outside of the meeting mechanism, in accordance with arising needs. Furthermore, supervision on the strategy implementation is also performed through the organs under the Board of Commissioners, namely the established committees consisting of the Audit Committee, the Nomination and Remuneration Committee and the Risk Management Committee.

As observed by the Board of Commissioners, the Board of Directors has formulated strategies appropriately and well-planned, in which they include efforts to mitigate risks that may arise early on. Such strategy implementation is also viewed as appropriately conducted as formulated, so as to provide positive results on the Company's performance.

Frequency and Mechanism of Providing Advice

A harmonious collaboration between the Board of Commissioners and the Board of Directors is believed to be the main key to the successful implementation of strategic policies by the management, one of which is

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pemberian nasihat dan arahan oleh Dewan Komisaris kepada Direksi melalui mekanisme evaluasi terhadap laporan-laporan yang disampaikan Direksi setiap bulan baik yang dibahas dalam rapat maupun secara langsung.

Sepanjang tahun 2021, frekuensi rapat gabungan Dewan Komisaris dengan Direksi sebagai salah satu mekanisme pengawasan dan pemberian nasihat mencapai 32 kali. Realisasi tersebut jauh melampaui kewajiban, yaitu minimal hanya 3 (tiga) kali dalam satu tahun buku.

Sebagai upaya meningkatkan peran pengawasan Dewan Komisaris terhadap Perseroan secara keseluruhan, Dewan Komisaris juga memberikan penugasan kepada komite untuk aktif memantau dan meninjau kinerja Perseroan setiap bulannya sesuai dengan ruang lingkup tugas dan tanggung jawab masing-masing komite.

Pandangan atas Prospek Usaha yang Disusun oleh Direksi

Dewan Komisaris telah mengevaluasi seluruh prospek usaha yang dituangkan Direksi dalam RKAP 2022. Direksi telah menyusun target utilisasi pabrik dan perolehan laba yang lebih tinggi di tahun 2022 dibandingkan dengan realisasi tahun 2021.

Dari hasil penelaahan, Dewan Komisaris berpandangan bahwa Direksi telah menyusun rencana strategi serta target usaha atau laba yang cukup optimistik. Penentuan prospek tersebut sejalan dengan proyeksi kondisi perekonomian nasional yang diperkirakan lebih baik dibandingkan tahun 2021.

Asumsi lain yang digunakan oleh Direksi adalah potensi pertumbuhan permintaan semen seperti diproyeksikan oleh Asosiasi Semen Indonesia yang lebih tinggi 3% dari realisasi tahun 2021. Selain kondisi ekonomi yang mulai pulih, target tersebut juga didukung oleh adanya alokasi anggaran infrastruktur untuk tahun 2022 sebesar Rp365,8 triliun.

Peluang-peluang tersebut juga telah direspons oleh Direksi dengan menyusun strategi di antaranya penyesuaian rencana penjualan serta penyesuaian produksi untuk masing-masing produk Perseroan. Dewan Komisaris memandang bahwa Direksi telah menyertakan pertimbangan yang komprehensif dalam menentukan target usaha.

Karena itu, Dewan Komisaris akan memberikan dukungan penuh kepada Direksi untuk mewujudkan target dan prospek usaha yang telah disusun sesuai dengan batasan wewenang, tugas dan fungsi yang melekat pada Dewan Komisaris.

actualized through supervising and advising the Board of Directors by the Board of Commissioners by means of the evaluation mechanism in monthly reports submitted by the Board of Directors as discussed in meetings as well as directly in person.

Throughout the year 2021, the frequency of joint meetings between the Board of Commissioners and the Board of Directors as one of the supervisory and advising mechanisms totaled 32 times. This realization has by far surpassed the requirement of minimum only 3 (three) times within a fiscal year.

As an effort to increase the supervisory role of the Board of Commissioners over the Company as a whole, the Board of Commissioners assigns committees to actively monitor and review the Company's performance on monthly basis in accordance with the scope of duties and responsibilities of each committee.

Views on Business Prospects Developed by The Board of Directors

The Board of Commissioners assessed all business prospects presented by the Board of Directors through the 2022 RKAP. The Board of Directors established higher targets of the plants utilization and earnings for the year 2022 if compared to the realization achieved in 2021.

Results of reviews show that the Board of Commissioners believes the Board of Directors has prepared quite optimistic strategic plan as well as business and profit targets. Determining such prospects was in line with the national economic projections estimated to be more encouraging than the year 2021.

Another assumption used by the Board of Directors is the potential growth in demand for cement, as projected by the Indonesian Cement Association, which is 3% higher than realization in 2021. Aside from the recovering economic conditions, such targets are also supported by the allocation of 2022 infrastructure budget amounting to Rp365.8 trillion.

These opportunities were also responded by the Board of Directors with such strategies as in sales plan and production adjustments for each of the Company's product. The Board of Commissioners believes that the Board of Directors' considerations were comprehensive in determining the business targets.

For this purpose, the Board of Commissioners will fully support the Board of Directors in the effort to realize the targets and business prospects they have prepared in accordance with the limitation of their authorities, duties and functions attached to the Board of Directors.



Pandangan Dewan Komisaris terhadap Penerapan Tata Kelola Perusahaan

Dewan Komisaris dan Direksi merupakan organ penting dalam organisasi tata kelola perusahaan (GCG), sehingga memiliki tanggung jawab secara langsung dalam penerapannya. Hingga saat ini, termasuk tahun 2021, Dewan Komisaris berpandangan bahwa penerapan tata kelola perusahaan telah berjalan dengan baik dan terus mengalami peningkatan secara berkelanjutan.

Perbaikan tersebut seiring dengan komitmen manajemen dalam merespons dan menindaklanjuti rekomendasi dari hasil evaluasi penerapan GCG yang dilakukan setiap tahunnya. Sebagai contoh pada tahun 2021, wujud dari respons tersebut, antara lain terkait dengan pembaharuan *Board Manual* dan pembuatan Pedoman Kerja dan Tata Tertib bagi Dewan Komisaris dan Direksi. Sehingga berhasil meningkatkan perolehan skor GCG sebesar 1,37 poin dibandingkan tahun 2020, menjadi 93,846 di tahun 2021 atau bermakna kualitas penerapan GCG di Perseroan "Sangat Baik".

Penilaian penerapan GCG Perseroan, antara lain mengacu pada keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor: SK-16/S. MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Penilaian itu menguji 6 (enam) aspek: komitmen terhadap penerapan GCG secara berkelanjutan; pemegang saham dan RUPS; Dewan Komisaris; Direksi; pengungkapan informasi dan Transparansi; dan aspek lainnya.

Penerapan Whistleblowing System

Whistleblowing System (WBS) merupakan bagian penting dalam penerapan GCG, yang mengatur tata cara pengaduan dan pengungkapan pelanggaran di Perseroan. Mengingat krusialnya peran WBS, Perseroan terus memperkuat implementasinya dengan memiliki kebijakan tentang pelaporan atas.

Direksi bertanggung jawab atas terlaksananya sistem pelaporan pelanggaran di Perseroan, sementara Dewan Komisaris bertanggung jawab dalam pengawasan terhadap pelaksanaan sistem tersebut. Direksi dan Dewan Komisaris bersama-sama membentuk organisasi pelaporan pelanggaran di Perseroan.

Dalam pelaksanaan WBS, keterlibatan Dewan Komisaris ialah terus mendorong secara aktif agar penerapannya di Perseroan dapat berperan optimal. Pada tahun 2021, untuk meningkatkan pemahaman mengenai mekanisme sistem pelaporan pelanggaran

Views of The Board of Commissioners on The Implementation of Corporate Governance

The Board of Commissioners and the Board of Directors are important organs within the corporate governance organization that they hold direct responsibilities in its implementation. To date, including the year 2021, the Board of Commissioners believes that good corporate governance (GCG) has been running well and continues to improve sustainably.

Such improvement is in line with the management's commitment to respond and follow-up with recommendations from results of the GCG implementation evaluation conducted every year. For example, such responses in 2021, among others, were related to the updating of the Board Manual and the establishing of the Work Guidelines and Code of Conduct for the Board of Commissioners and the Board of Directors. Subsequently, the GCG score managed to increase by 1.37 points compared to the year 2020, which is to 93.846 in 2021 meaning that GCG implementation in the Company was of "Excellent" quality.

Assessment of the Company's GCG implementation, among others, refers to the Decision of the Secretary of the State-Owned Enterprises Ministry No. SK-16/S. MBU/2012 regarding the Indicators/Parameters of Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises. The assessment tests 6 (six) aspects, namely: commitment to sustainably implement GCG; shareholders and GMS; the Board of Commissioners; the Board of Directors; disclosure of information and transparency; and other aspects.

Implementation of the Whistleblowing System

The Whistleblowing System (WBS) is an important part in GCG implementation, that regulates the procedures of extending complaints and disclosure of violations in the Company. Considering the crucial role of WBS, the Company continues to strengthen GCG implementation by retaining policies on reporting of alleged violations.

The Board of Directors is responsible for carrying out the violation reporting system in the Company, meanwhile the Board of Commissioners is responsible for supervising the implementation of the system. The Board of Directors and the Board of Commissioners together form the organization of violation reporting in the Company.

In implementing the WBS, the involvement of the Board of Commissioners is always to encourage actively so that its implementation in the Company can be optimized. In the year 2021, to enhance the understanding of the violation reporting system

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yang ada di Perseroan serta meningkatkan efektivitas penerapan WBS, Perseroan telah melaksanakan sosialisasi mengenai pelaporan pelanggaran kepada pihak internal (Karyawan/ti) dan eksternal (Mitra Kerja, Vendor, Stakeholder) Perseroan.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Sebagai upaya meningkatkan peran pengawasan Dewan Komisaris terhadap Perseroan secara keseluruhan, Dewan Komisaris telah membentuk 3 (tiga) komite: Komite Audit, Komite Manajemen Risiko serta Komite Nominasi dan Remunerasi. Setiap tahun, Dewan Komisaris melakukan penilaian terhadap komite-komite tersebut dengan indikator yang ditetapkan oleh Dewan Komisaris sebagai pelaksana penilaian.

Indikator tersebut meliputi tingkat kehadiran rapat, kontribusi tertulis bagi komite, akurasi rekomendasi tertulis, akurasi rekomendasi lisan, peran aktif (inisiatif) dan inovasi, serta realisasi dan penyelesaian program kerja yang tercantum dalam rencana kerja dan dilaporkan kepada Dewan Komisaris.

Berikut adalah penilaian Dewan Komisaris untuk masing-masing komite:

mechanism available in the Company as well as to increase the effectiveness of WBS implementation, the Company has carried out socialization on violation reporting internally (to Employees) and externally (to Business Partners, Vendors, Stakeholders).

Performance Assessment of Committees Under The Board of Commissioners

As an effort to increase the supervisory role of the Board of Commissioners on the overall condition of the Company, the Board of Commissioners established 3 (three) committees, namely: the Audit Committee, the Risk Management Committee and the Nomination and Remuneration Committee. Every year, the Board of Commissioners conduct assessment on these committees with indicators established by the Board of Commissioners as the executor of the assessment.

Such indicators include the level of meeting attendance, written contribution for the committees, accuracy of written recommendations, accuracy of verbal recommendations, active role (initiative) and innovation, as well as realization and completion of work programs as contained in the work plan and reported to the Board of Commissioners.

Following are details of the Board of Commissioners' assessment for each of the committees.

Komite Committee	Penilaian Kinerja Performance assessment
Komite Audit Audit Committee	Pada tahun 2021 secara keseluruhan, berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Audit dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Audit yang meliputi pelaksanaan tugas komite di bidang audit, kecukupan proses pengendalian internal dan penyusunan laporan keuangan. Kinerja Komite Audit telah tercapai dengan realisasi kehadiran anggota komite pada rapat komite selama tahun 2021 sebanyak 21 kali atau 100% dan memberikan rekomendasi-rekomendasi yang baik bagi Perseroan. Overall in 2021, based on the realization and completion of the work programs listed in the Audit Committee's Work Plan and reported to the Board of Commissioners in the Audit Committee's reports, included the implementation of the committee's duties regarding audit, the adequacy of the internal control process and the preparation of financial reports. The performance of the Audit Committee has been achieved as evidenced by the attendance of committee members at committee meetings during 2021 as many as 21 times or 100%, and providing good recommendations for the Company.
Komite Manajemen Risiko Risk Management Committee	Pada tahun 2021 secara keseluruhan, berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Manajemen Risiko dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Manajemen Risiko yang meliputi pelaksanaan tugas komite di bidang manajemen risiko, seperti pengkajian kebijakan manajemen risiko, <i>monitoring</i> risiko utama <i>corporate</i>, RKAP dan RJPP. Kinerja Komite Manajemen Risiko telah tercapai dengan realisasi kehadiran anggota komite pada rapat komite selama tahun 2021 sebanyak 17 kali atau 100% dan memberikan rekomendasi-rekomendasi yang baik bagi Perseroan. Overall in 2021, based on the realization and completion of the work programs contained in the Work Plan of the Risk Management Committee and reported to the Board of Commissioners in the Risk Management Committee's reports included the implementation of the committee's duties regarding risk management, such as review of risk management policies, monitoring of major corporate risks, RKAP and RJPP. The Risk Management Committee's performance achieved good notes on the realization of sufficient attendance of the committee members at committee meetings in 2021 which totaled 17 times or 100% as well as in providing good recommendations for the Company.



Komite Committee	Penilaian Kinerja Performance assessment
Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	Pada tahun 2021 secara keseluruhan, berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Nominasi dan Remunerasi dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Nominasi dan Remunerasi yang meliputi pelaksanaan tugas komite dalam melakukan <i>monitoring</i> , evaluasi dan memberikan rekomendasi terhadap struktur remunerasi dan sistem penilaian kinerja di Perseroan. Kinerja Komite Nominasi dan Remunerasi telah tercapai dengan realisasi kehadiran anggota komite pada rapat komite selama tahun 2021 sebanyak 3 kali atau 100% dan memberikan rekomendasi-rekomendasi yang baik bagi Perseroan. Overall in 2021, based on the realization and completion of the work programs contained in the Work Plan of the Nomination and Remuneration Committee and reported to the Board of Commissioners in the report of the Nomination and Remuneration Committee which included the implementation of the committee's duties in monitoring, evaluation and provide recommendations on the remuneration structure and performance evaluation system in the company. The Nomination and Remuneration Committee's performance noted its achievement with the realization of the attendance level of the committee members at committee meetings in 2021 which totaled 3 times or 100% and in providing good recommendations for the Company.

Dewan Komisaris memberikan apresiasi atas pencapaian program, rencana kerja masing-masing komite maupun penugasan lainnya oleh Dewan Komisaris. Dewan Komisaris juga berharap kinerja komite dapat lebih ditingkatkan lagi, sehingga mampu memberikan kontribusi yang lebih dalam menjalankan peran pengawasan terhadap Perseroan.

The Board of Commissioners extends its appreciation for each of the committee's achievements regarding the programs, work plan as well as other assignments given by the Board of Commissioners. The Board of Commissioners also hopes that the committees' performance can be further improved so as to be able to provide more in-depth contributions in performing their supervisory roles in the Company.

Perubahan Komposisi Dewan Komisaris dan Alasan Perubahan

Pada tahun 2021, terdapat Perubahan pada komposisi Dewan Komisaris Perseroan sesuai dengan Keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2020 yang diselenggarakan pada tanggal 27 Mei 2021. Keputusan tersebut telah dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 24 Tanggal 27 Mei 2021.

RUPS Tahunan tersebut menambah 1 (satu) Komisaris Independen, yaitu Chowadja Sanova. Dewan Komisaris menyampaikan selamat bergabung untuk bersama-sama memberikan dukungan terhadap upaya peningkatan kinerja Perseroan. Adapun penambahan anggota Dewan Komisaris bertujuan agar fungsi dan peran pengawasan Dewan Komisaris terhadap jalannya pengurusan Perseroan oleh Direksi semakin kuat, sehingga diharapkan target-target yang telah ditetapkan Perseroan dan disepakati dengan pemegang saham dapat tercapai. Selain itu, pada 29 Desember 2021 terdapat 1 (satu) Komisaris Independen yang mengundurkan diri, yaitu Endang Tirtana yang mendapatkan penugasan sebagai Dewan Komisaris di BUMN lainnya.

Change in the Composition of the Board of Commissioners and Reasons for Change

In the year 2021, there was a change in the composition of the Company's Board of Commissioners in accordance with the Resolutions of the Annual General Meeting of Shareholders (AGMS) for Fiscal Year 2020 held on 27 May 2021. The Resolutions are stated in the Notarial Deed of Fathiah Helmi, No. 24 dated 27 May 2021.

The abovementioned Annual GMS added 1 (one) Independent Commissioner, namely Chowadja Sanova. The Board of Commissioners conveyed its welcome remark for newly joining the Company and hope that they will together provide support on all efforts to improve the Company's performance. The additional members of the Board of Commissioners were intended so that the function and supervisory role of the Board of Commissioners on the management of the Company by the Board of Directors are strengthened, that targets set forth by the Company and agreed upon by the shareholders are hopefully achievable. Aside from that, in 29 December 2021 there was 1 (one) Independent Commissioner, namely Endang Tirtana, who resigned due to a new assignment as member of the Board of Commissioners in another BUMN.

Laporan Dewan Komisaris

Board of Commissioners Report

Berdasarkan perubahan yang dilakukan, maka komposisi Dewan Komisaris Perseroan per 31 Desember 2021 adalah sebagai berikut:

Based on such change, the composition of the Board of Commissioners of the Company as of 31 December 2021 is as follows:

Jabatan	Nama Name	Position
Komisaris Utama	Franciscus M.A. Sibarani	President Commissioner
Komisaris	Oke Nurwan	Commissioner
Komisaris Independen	Darusman Mawardi	Independent Commissioner
Komisaris Independen	Chowadja Sanova	Independent Commissioner

Apresiasi

Perseroan berhasil melewati tahun 2021 dengan kinerja yang membanggakan, yang ditunjukkan oleh berbagai pencapaian di tengah situasi eksternal yang cukup menantang. Atas hal itu, Dewan Komisaris memberikan apresiasi kepada Direksi dan jajaran manajemen serta seluruh karyawan atas dedikasi dan kerja keras yang telah diberikan kepada Perseroan, sehingga mampu mewujudkan kinerja yang baik tersebut.

Rasa terima kasih juga kami sampaikan kepada para pemegang saham dan pemangku kepentingan lainnya. Tanpa kepercayaan dan dukungan yang diberikan kepada Dewan Komisaris, Perseroan tidak dapat menorehkan kinerja seperti saat ini. Semoga Perseroan menuju masa depan yang lebih baik lagi.

Appreciation

The Company has managed to pass the year 2021 with a proud performance as shown from the various achievements received in the midst of rather challenging external situation. For this, the Board of Commissioners extends its appreciation to the Board of Directors and the entire management staff and employees for the dedication and hard work contributed to the Company, so as to be able to actualize such satisfying performance.

Our gratitude is also extended to the shareholders and other stakeholders. Without the trust and support given to the Board of Commissioners, the Company would not have carved such a performance as it has been to date. We truly hope the Company continues its journey to a better future.

Jakarta, Februari 2022
Jakarta, February 2022



Franciscus M.A. Sibarani

Komisaris Utama
President Commissioner



Dewan Komisaris

Board of Commissioners



Oke Nurwan
Komisaris
Commissioner

Chowadja Sanova
Komisaris Independen
Independent Commissioner

Franciscus M.A. Sibarani
Komisaris Utama
Komisaris Utama

Darusman Mawardi
Komisaris Independen
Independent Commissioner

Laporan **Direksi**

Report from Board of Directors



Jobi Triananda Hasjim

Direktur Utama
President Director



Dear Shareholders,

Tahun 2021 merupakan tahun kebangkitan dari SMBR. Walaupun pandemi Covid-19 belum berakhir, namun Perseroan berhasil menjalani tahun 2021 dengan performa yang amat membanggakan. Dengan penjualan semen dan pendapatan yang meningkat 1% dan 2%, SMBR mampu mencatatkan laba bersih 472% terhadap tahun lalu. Dengan semangat efisiensi dan peningkatan produktivitas, Perseroan yakin untuk menyambut tantangan di tahun 2022.

The year 2021 is the year of revival of SMBR. Despite the fact that the Covid-19 pandemic is still looming, the Company managed to close 2021 with a very encouraging performance. As cement sales and revenue increased by 1% and 2%, SMBR was able to record a net profit of 472% compared to last year. With the spirit of efficiency and higher productivity, the Company is confident in welcoming the challenges in 2022.

Pemegang saham dan pemangku kepentingan yang kami hormati,

Puji dan syukur atas kehadiran Tuhan Yang Maha Kuasa atas segala limpahan nikmat dan karunia yang diberikan, sehingga PT Semen Baturaja (Persero) Tbk ("Perseroan") dapat melalui tahun 2021 dengan sejumlah capaian yang menggembirakan di tengah kondisi perekonomian yang dinamis serta persaingan pasar yang kian kompetitif. Seluruh pencapaian tersebut kami sampaikan pada Laporan Tahunan ini.

Laporan Tahunan merupakan bagian penting dari pertanggungjawaban manajemen dalam pengelolaan Perseroan serta keterbukaan informasi kepada pemegang saham, *regulator*, pemangku kepentingan, serta publik pada umumnya. Laporan disampaikan secara transparan sesuai dengan regulasi yang berlaku serta kaidah praktik bisnis terbaik di dunia korporasi.

Kondisi Makroekonomi

Pada tahun 2021, kondisi perekonomian global mulai mengalami perbaikan, walaupun pemulihannya sempat tertahan oleh gelombang kedua pandemi Covid-19 akibat munculnya varian baru, yaitu varian Delta. Namun dengan kesigapan pemerintah, tekanan tersebut dapat dilalui dengan baik. Pembatasan kegiatan sosial pun ikut mereda, yang kemudian turut mendorong peningkatan aktivitas ekonomi.

Dear Shareholders and Stakeholders,

Praise and gratitude to God Almighty for all the blessings bestowed upon us that PT Semen Baturaja (Persero) Tbk ("Company") was able to pass through the year 2021 with several encouraging achievements in the midst of such dynamic economic conditions and increasingly competitive market. All such achievements are reported in this Annual Report.

The Annual Report is an important part of the management's accountability in managing the Company as well as in disclosure of information to the shareholders, regulators, stakeholders and the general public. The report is presented transparently in accordance with applicable regulations and best business practices in the corporate world.

Macroeconomic Conditions

In the year 2021, global economy began to show improvements, although its recovery was delayed by the second wave of the Covid-19 pandemic with the emergence of the new Delta variant. However, with the government's alertness, such pressure was well handled and passed. Social activity restrictions also subsided, which later helped boost increasing economic activities.

Laporan Direksi

Report from Board of Directors

Di tingkat nasional, pemerintah juga berhasil mengendalikan pandemi dengan baik melalui beragam kebijakan, termasuk mengatasi tekanan pandemi yang kembali mencuat sekitar awal kuartal III-2021. Kebijakan percepatan vaksinasi, pembatasan aktivitas masyarakat serta program Pemulihan Ekonomi Nasional (PEN) telah terbukti efektif dalam menjaga momentum perbaikan ekonomi secara nasional. Keberhasilan tersebut ikut mendorong kinerja perekonomian yang bergerak ke arah positif.

Hingga akhir tahun, Badan Pusat Statistik (BPS) mencatat pertumbuhan ekonomi secara tahunan mencapai 3,69%. Hampir seluruh sektor usaha juga tumbuh positif. Dari sisi pengeluaran, konsumsi rumah tangga yang merupakan komponen terbesar dalam produk domestik bruto (PDB), tumbuh mencapai 2,02%.

Kinerja perekonomian yang positif sepanjang tahun 2021 turut berpengaruh terhadap peningkatan permintaan semen nasional. Asosiasi Semen Indonesia (ASI) mengungkapkan, permintaan semen pada tahun 2021 mencapai 65,2 juta ton, naik 4,3% dibanding tahun sebelumnya. Peningkatan tersebut juga terjadi di wilayah pasar utama Perseroan, yakni area Sumatera bagian Selatan (Sumbagsel) yang meningkat 5,6%.

Seiring dengan meningkatnya permintaan pasar, kinerja Perseroan pada tahun 2021 juga menunjukkan pertumbuhan positif. Realisasi penjualan semen mencapai 1,9 juta ton atau tumbuh 1% dari tahun sebelumnya. Pencapaian ini berdampak terhadap meningkatnya pendapatan usaha yang mencapai 2% dari tahun lalu, sehingga menjadi Rp1,75 triliun. Perolehan laba bersih Perseroan pun positif, yakni di angka Rp51,8 miliar.

Pencapaian Kinerja Usaha

Kendala dan Tantangan

Kendati kondisi perekonomian membaik dan mendukung tingkat permintaan terhadap produk semen, namun masih belum berimbang dengan tingkat pasokan yang ada di pasar, sehingga kondisi kelebihan pasokan (*oversupply*) masih terus terjadi. Kompetisi di industri semen pun makin ketat dan tak terhindarkan, karena adanya keterbatasan daya serap pasar. Kondisi eksternal tersebut berpotensi mempengaruhi kelangsungan usaha Perseroan.

Selain itu, terbitnya Peraturan Pemerintah Nomor 22 tahun 2021 pada tanggal 2 Februari 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup yang mengeluarkan limbah Fly Ash & Bottom Ash (FABA) sebagai limbah B3 memberikan

At the national level, the government also managed to control well of the pandemic situation through various policies including in overcoming pandemic pressures that re-emerged around the start of the third quarter of 2021. The policy on accelerating vaccination, public mobility restrictions as well as the National Economic Recovery (PEN) program have proven effective in maintaining the momentum of economic improvement nation-wide. Such an achievement has helped pushed economic performance going in the positive direction.

Until the end of the year, the Central Bureau of Statistics (BPS) recorded the annual economic growth of 3.69%. Almost all business sectors also grew positively. From expenditure aspect, household consumption as the biggest component in Gross Domestic Product (GDP) grew by up to 2.02%.

The positive economic performance throughout 2021 has also affected the increasing national demand for cement. The Indonesian Cement Association (ASI) stated that 2021 demand for cement reached 65.2 million tons, an increase of 4.3% compared to the previous year. Such an increase also occurred in the Company's main market, namely Southern Sumatera which increased by 5.6%.

In line with the increase in market demand, the Company's performance in 2021 also showed positive growth. Realization of cement sales reached 1.9 million tons or growth of 1% from the previous year. This achievement impacted the increase in operating income to reach 2% above yields from the year before, thus totaling to Rp1.75 trillion. The Company also booked a positive net profit of Rp51.8 billion.

Business Performance Achievement

Obstacles and Challenges

Although economic condition was generally improving and supporting the level of demand for cement products, however, they were not in balance with existing level of supplies in the market, so that oversupply remained to exist. Competition in the cement industry was increasingly tight and unavoidable, as there were limitations in market absorption. Such external condition was potentially influencing the Company's ongoing business operation.

In addition, with the issuance of the Government Regulation No. 22 of 2021 on 2 February 2021 regarding the Implementation of Environmental Protection and Management which generate Fly Ash & Bottom Ash (FABA) waste as B3 waste presents its



tantangan tersendiri. Kebijakan itu mempengaruhi pencapaian pengelolaan limbah sebagai bahan substitusi yang memiliki dampak terhadap pelestarian lingkungan.

Di sisi lain, harga batu bara sepanjang tahun 2021 yang mengalami kenaikan mengikuti harga batu bara acuan (HBA) berdampak signifikan pada kenaikan harga pokok produksi.

Selain kondisi eksternal, kondisi internal juga memiliki kontribusi dalam kelangsungan usaha Perseroan seperti cadangan batu kapur serta adanya kebijakan akuntansi yaitu pemberlakuan Amandemen Pernyataan Standar Akuntansi Keuangan (PSAK 71) yang dapat meningkatkan pembebanan keuangan Perseroan.

Strategi dan Kebijakan Strategis

Pada tahun 2021, permintaan semen nasional mengalami pertumbuhan sebesar 4,3% *year on year* (YoY). Pertumbuhan permintaan tersebut juga terjadi di Pulau Sumatera sebesar 2,5%, khususnya wilayah Sumbagsel sebesar 5,6%, yang menjadi wilayah pasar utama Perseroan, sehingga mendorong peningkatan penjualan dan pendapatan usaha.

Pencapaian tersebut juga didukung oleh berbagai kebijakan strategis yang diterapkan oleh Perseroan sepanjang tahun buku yang bertujuan untuk mencapai pertumbuhan kinerja, khususnya dari sisi operasional dan keuangan.

Dari sisi pemasaran dan logistik, Perseroan melakukan upaya-upaya dalam menghadapi persaingan yang semakin ketat dengan melakukan optimalisasi jaringan distribusi di wilayah pasar Perseroan. Perseroan juga membangun kerjasama pembangunan proyek-proyek infrastruktur dan properti dan menjaga kontinuitas *supply* semen dengan mendirikan *distribution center* di Lubuk Linggau yang menjadi hub untuk pendistribusian ke sebagian wilayah Sumsel, Bengkulu dan Jambi. Selain itu, Perseroan melakukan berbagai upaya promosi dan komunikasi pemasaran *Above the Line* maupun *Below the Line*, baik melalui media konvensional (*billboard*, *mobile adv*, iklan media cetak) maupun elektronik melalui pemanfaatan *platform digital* (*digital adv*, *landing page*, *podcast* dan *content social media*). Untuk meningkatkan pendapatan lainnya, Perseroan mengoptimalkan penjualan *white clay* maupun mortar. Pada tahun 2021, Perseroan mulai mengembangkan transaksi penjualan secara digital melalui kerjasama dengan platform *e-commerce* Tokopedia dan *marketplace* Build.Id. Perseroan juga tetap melakukan efisiensi dengan menerapkan pola distribusi yang paling efisien berupa pemilihan moda, kapasitas angkut dan asal semen serta mengurangi

own challenges. The policy has influenced the results of waste management as the substitute material and consequently has an impact on environment preservation.

On another aspect, the price of coal, which increased following the coal price reference, was a significant impact on the increase in production costs.

Aside from the external conditions, internal conditions also contributed to the continuity of the Company's business, such as in limestone reserves, as well as in accounting policy on the implementation Amendment of Statement of Financial Accounting Standards (PSAK 71) which can increase the Company's financial burden.

Strategies and Strategic Policies

In the year 2021 demand for national cement grew by 4.3% year on year (YoY). Growth in demand also occurred in Sumatera at 2.5%, specifically in Southern Sumatera with 5.6% that made the region as the Company's main market, so as to encourage increase in sales and operating profit.

Such income is also supported by various strategic policies applied by the Company throughout the fiscal year with the objective to achieve performance growth, especially from the operational and financial aspects.

On the marketing and logistic aspects, the Company carried out various efforts in facing the increasingly tight competition by optimizing the distribution network in the Company's marketing area. The Company also established cooperation in infrastructure and property development projects and maintained continuity of cement supply by establishing a hub at Lubuk Linggau for distribution center to areas in South Sumatera, Bengkulu and Jambi. In addition, the Company also conducts various promotional activities and marketing communication, *Above The Line* as well as, *Below the line*, through conventional media (*billboard*, *mobile adv*, printed media) and electronic using digital platform (*digital adv*, *landing page*, *podcast* and social media content). To increase other income, the Company optimized the reception of B3 waste and sales of white clay as well as mortar. In the year 2021, the Company began to develop digital sales transaction through cooperation with Tokopedia e-commerce platform and marketplace Build.Id. The Company also maintained efficiency by implementing the most efficient distribution pattern in the form of mode selection, transportation capacity and origin of cement as well as in reducing double handling from

Laporan Direksi

Report from Board of Directors

double handling dari pengeluaran semen di Pabrik hingga kepada pelanggan (*least cost to serve*).

Dari sisi produksi, Perseroan mulai menjalankan program *plant automation* berbasis industri 4.0 dengan menerapkan *intelligence process control system* pada *pyroprocessing system* untuk mendorong perbaikan di sisi operasi. Efisiensi biaya produksi juga dilakukan dengan mengoptimalkan penggunaan batubara *low calorie*, *alternative material* dan *alternative fuel* serta menjaga indeks konsumsi listrik. Selain itu dalam mengantisipasi penurunan bahan substitusi yang berasal dari pemanfaatan limbah sebagai dampak dari terbitnya PP No 22 tahun 2021 tentang penggolongan limbah *fly ash* dan *bottom ash* (FABA) menjadi limbah non B3, Perseroan melakukan upaya ekstensifikasi pemanfaatan jenis limbah baru, dan memaksimalkan pemanfaatan *spent bleaching earth* (SBE) sebagai substitusi bahan baku di raw mill dan sebagai substitusi bahan bakar di kiln.

Dalam menghadapi era revolusi Industri 4.0 Perseroan telah melakukan *assessment* untuk mengukur tingkat kesiapan Perseroan dalam transformasi menuju industri 4.0 pada aspek *technology*, *product*, *factory operation*, *people & culture*, dan *management & organization*. Skor yang didapat berdasarkan *expose* hasil verifikasi INDI 4.0 oleh Balai Besar Bahan dan Barang Teknik (B4T) tanggal 10 Desember 2021 sebesar 3.00. Dengan mengetahui tingkat kesiapan tersebut, Perseroan selanjutnya akan menyusun strategi untuk memenuhi *gap* yang ada.

Di tahun 2021, Perseroan tetap melanjutkan strategi SMBRGO45 yang telah dimulai sejak akhir tahun 2020. Strategi ini merupakan langkah-langkah peningkatan pendapatan melalui pencapaian volume penjualan, *pricing strategy* yang diikuti dengan pengurangan biaya sebagai langkah efisiensi sehingga diperoleh titik impas (*break even point*) di utilisasi 45%.

Untuk mendukung pencapaian target penjualan, Perseroan juga melakukan restrukturisasi organisasi dimana fokus utama dilakukan di bagian pemasaran dengan memperkuat struktur pada divisi Sales. Perseroan juga menjalankan strategi SMBRGO3T untuk meningkatkan produktivitas perusahaan dengan mengoptimalkan tenaga kerja.

Dari sisi keuangan, sebagai upaya untuk meningkatkan pengelolaan kas dan modal kerja, telah dilakukan aktivitas *repackaging* Kredit Investasi *Tranche 2* pada semester 1 tahun 2021. Perseroan juga meningkatkan kualitas piutang dengan *reschedulling* piutang dan juga penambahan jaminan bagi distributor.

cement product exiting the plant to reaching the customers (*least cost to serve*).

From the production aspect, the Company began to implement the industry 4.0-based plan automation program by applying the intelligence process control system on the pyroprocessing system to encourage improvement on the operation side. Production cost efficiency was also carried out by optimizing the use of low calorie coal, alternative materials and alternative fuel as well as maintaining electricity consumption index. Furthermore, to anticipate a decline in substitution material made from processed waste as an impact from the issuance of PP No. 22 of the year 2021 regarding the categorization of fly ash waste and bottom ash (FABA) into non-B3 waste, the Company conducted extensive the use of new waste, and maximized the use of spent bleaching earth (SBE) as raw material substitute in raw mill and as fuel oil substitute in kiln.

In facing Industry 4.0 revolution era, the Company conducted an assessment to measure the level of Company's readiness in transforming towards industry 4.0 on the aspects of technology, product, factory operation, people & culture and management & organization. The Score achieved based on exposure of INDI 4.0 verification results by Balai Besar dan Bahan Teknik/B4T dated 10 December 2021 was at level 3.00. By knowing the level of readiness, the Company can further prepare the strategies to fill in the gap that exists.

In the year 2021, the Company remained with SMBRGO45 strategy which started since the end of 2020. This strategy covered steps to increase income through sales volume achievement, pricing strategy followed by cost reduction as an efficiency step so that break-even point can be attained at 45% utilization.

To support achievement of sales target, the Company also conducted organizational restructuring where the main focus was on marketing by strengthening the structure in Sales division. The Company carried out SMBRGO3T strategy to increase the Company's productivity by optimizing human resources.

From the financial aspect, as an effort to improve cash management and working capital, the repackaging of *Tranche 2* Investment Credit in semester 2 of 2021 was carried out. The Company also increased the debt quality by rescheduling the loans and also the additional guarantee for distributors.



Peran Direksi Dalam Perumusan Strategi dan Kebijakan Strategis

Jajaran Direksi menetapkan arah pengembangan bisnis Perseroan untuk masa mendatang. Dalam kaitannya mencapai tujuan tersebut, Direksi merumuskan kebijakan dan memutuskan strategi-strategi yang akan dijalankan, baik dalam jangka pendek maupun jangka panjang, dengan mempertimbangkan semua peraturan perundang-undangan yang berlaku dan peraturan internal korporasi.

Risiko-risiko yang mungkin timbul juga menjadi pertimbangan Direksi dalam merumuskan strategi dan kebijakan strategis. Begitu pun dengan kondisi ekonomi dan industri semen, kinerja Perseroan saat ini, isu terbaru yang dapat mempengaruhi keberlangsungan usaha Perseroan, arahan dari pemegang saham, rekomendasi dari Dewan Komisaris serta hal lainnya yang dianggap berkaitan dan signifikan.

Selanjutnya Direksi dengan peran dan tanggung jawabnya serta kuasa yang dimiliki, memimpin dan mengawal implementasi strategi tersebut agar dapat mencapai target yang diharapkan. Hal-hal yang menjadi tanggung jawab Direksi secara keseluruhan dan persyaratan mengenai pengambilan keputusan Direksi, baik secara musyawarah untuk mufakat atau pengambilan suara mayoritas diatur dalam Anggaran Dasar Perusahaan.

Proses Direksi Memastikan Implementasi Strategi

Pada penyusunan penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP), Direksi telah mengesahkan strategi yang akan dijalankan dan telah dijabarkan dalam bentuk program kerja beserta anggarannya. Direksi juga harus memastikan bahwa seluruh karyawan memahami sasaran, strategi dan program kerja Perseroan yang telah ditetapkan di tahun tersebut melalui acara rapat kerja pada awal tahun.

Selanjutnya, Direksi melakukan *monitoring/* pemantauan implementasi strategi melalui rapat koordinasi bulanan yang membahas kinerja Perseroan. Kegiatan yang dilaksanakan secara rutin tersebut bertujuan untuk menetapkan kebijakan yang tepat sesuai dengan kondisi aktual Perseroan. Penilaian terhadap efektifitas penerapan strategi yang telah ditetapkan juga menjadi bagian dari evaluasi kinerja jajaran di Direktorat masing-masing.

The Role of the Board of Directors in Strategy and Strategic Policies Formulation

The Board of Directors determines the direction of the Company's future business development. Related to efforts in achieving this objective, the Board of Directors formulates policies and strategies to be implemented, both for short and long-terms, with consideration of all applicable laws and regulations as well as corporate internal regulations.

Risks that may arise were also considered for the Board of Directors to formulate strategies and strategic policies. Likewise, the economic and cement industry conditions, the current Company's performance and new issues that may influence the Company's business continuity, directives from the shareholders, recommendations from the Board of Commissioners as well as other issues were regarded as related and significant.

Subsequently, with the role and responsibility as well as authority, the Board of Directors led and oversaw the implementation of the strategy in order to achieve the expected targets. Matters which fall under the overall responsibility of the Board of Directors and the requirements regarding the decision making of the Board of Directors, either by deliberation for consensus or by majority voting are regulated in the Company's Articles of Association.

The Board of Directors' Process Ensures Strategy Implementation

In composing the Company Work Plan and Budget (RKAP), the Board of Directors ratified the strategies to be implemented and are defined in the form of programs and their budget. The Board of Directors must also ensure that all employees understand the Company's targets, strategies and programs set forth for the year through work meetings at the beginning of the year.

Subsequently, the Board of Directors monitored strategy implementation through the monthly coordinating meetings where the Company's performance was discussed. Such routine activities were intended for establishing accurate policies in accordance with the Company's actual condition. Evaluation on the effectiveness of the established strategy implementation was also part of performance evaluation of each Directorate.

Laporan Direksi

Report from Board of Directors

Perbandingan antara Realisasi dengan Target

Secara keseluruhan, kinerja Perseroan tahun 2021 meningkat dibandingkan kinerja tahun 2020 sebagai hasil positif dari program efisiensi dan peningkatan volume penjualan. Hal ini terlihat dari laba bersih Perseroan yang meningkat pesat sebesar 472% dibandingkan dengan capaian 2020 dan EBITDA yang naik 7% dibanding dengan tahun 2020.

Perseroan mencatatkan realisasi volume penjualan tahun 2021 sebesar 1,9 juta ton, tumbuh 1% dari tahun 2020. Selain itu, Perseroan mampu mempertahankan posisi sebagai *market leader* di wilayah Sumatera Selatan.

Jika membandingkan hasil yang dicapai pada kinerja tahun 2021 dibandingkan dengan target yang telah ditetapkan dalam *Key Performance Indicator* (KPI) dan RKAP tahun 2021, Perseroan berhasil mencapai nilai 95,83 dari total keseluruhan target yang telah dicanangkan. Rinciannya disampaikan dalam tabel berikut ini:

Comparison between Realization and Target

Overall, the Company's performance in 2021 improved if compared to performance in 2020 as a positive result from the efficiency program and increase in sales volume. This is indicated from the Company's rapid increase in net profit of 472% compared to 2020's achievement and EBITDA's increase of 7% compared to 2020.

The Company recorded actualized sales volume in 2021 of 1.9 million tons, a growth of 1% from the year 2020. In addition, the Company was able to maintain position as the market leader in Southern Sumatera.

If performance results in 2021 is compared with the targets set forth in the Key Performance Indicator (KPI) and RKAP in 2021, the Company managed to reach the score of 95.83 from the overall set target. Details are as follows:

Indikator Indicator	Satuan Unit	Target Target	Polaritas Polarity	Realisasi Realization
A. Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia				
Finansial Financial				
1 Ekspansi Berkesinambungan Sustainable Expansion				
EBITDA	Rp Miliar Rp Billion	553	Maximize	446
Cash From Operation	Rp Miliar Rp Billion	294	Maximize	375
2 Return On Invested Capital (ROIC) > WACC	Nilai Value	Positif Positive	Maximize	(4,74)
3 Posisi Keuangan yang Sustainable Sustainable Financial Position				
Interest Bearing Debt to Invested Capital	Kali Time	0,32	Minimize	0,34
Interest Bearing Debt to EBITDA	Kali Time	2,96	Minimize	3,90
Operasional Operational				
4 External Customer Satisfaction Index	Skala Nilai Value Scale	3,85	Maximize	4,10
5 Overall Equipment Effectiveness (OEE)	%	85	Maximize	91
6 Production Cost Per Ton (COGS/Ton)	Rp /Ton	457.658	Minimize	488.091
7 Capacity Utilization Rate	%	55	Maximize	50,93
Sosial Social				
8 Thermal Substitution Rate	%	0,1	Maximize	0,84
9 Hazardous Waste Material Reuse (Gross Added Value)	Rp Miliar Rp Billion	42	Maximize	51,48
B. Inovasi Model Bisnis Business Model Innovation				
1 Transaksi Digital Platform terhadap Total Revenue Digital Transaction Platform to Total Revenue	%	0,05	Maximize	0,22
2 Downstream Business Contribution to Total Revenue	%	1,33	Maximize	1,76



	Indikator Indicator	Satuan Unit	Target Target	Polaritas Polarity	Realisasi Realization
C. Kepemimpinan Teknologi Technology Leadership					
1	Selesai Tahap EPC Intelligence Process Control System Completion of Stage EPC Intelligence Process Control System	Waktu Time	Des-2021	Minimize	Nop-2021
2	Selesai Tahap Engineering Predictive Maintenance Berbasis Artificial Intelligence Completion of Stage Artificial Intelligence-Based Engineering Predictive Maintenance	Waktu Time	Des-2021	Minimize	Nop-2021
D. Peningkatan Investasi Increase in Investment					
1	Realisasi Investasi Investment Realization	%	100	Maximize	77
2	Good Corporate Governance (GCG) Score	Nilai Value	93	Maximize	93,85
E. Pengembangan Talenta Talent Development					
1	Training Hours	Jam/ Karyawan/ Tahun Hours/ Employee/ Year	20	Maximize	39,26
2	Perempuan dalam Nominated Talent Women in Nominated Talent	%	10	Maximize	10
3	Milenial (<40 tahun) dalam Top Talent Mileneal ($\leq$ years) in Top Talent	%	10	Maximize	20

Tahun 2021, kinerja Perseroan di bidang finansial masih belum dapat mencapai target yang telah ditetapkan sebagai dampak dari tidak tercapainya volume penjualan dan meningkatnya harga pokok penjualan. Akan tetapi, dengan konsisten dalam implementasi program efisiensi SMBRGO45, di mana Perseroan memberlakukan kebijakan efisiensi biaya produksi dan biaya usaha, mencakupi bahan baku, penunjang, logistik, pemasaran dan beban *overhead*, berhasil membukukan EBITDA yang meningkat 7% dan pendapatan semen dan non semen yang meningkat 2% berbanding tahun lalu.

Untuk kinerja operasional, Perseroan berhasil melampaui target pada indikator *External Customer Satisfaction Index* yang membuktikan bahwa tingkat kepuasan pelanggan terhadap produk dan layanan Perseroan cukup tinggi, hal ini karena Perseroan berkomitmen untuk meningkatkan pelayanan pelanggan dan kecepatan respons keluhan pelanggan yang dilakukan melalui kegiatan pemberian informasi mengenai produk baik secara langsung atau via brosur cetak, layanan pengujian laboratorium (untuk proyek) dan kegiatan *trial mix* sebelum proyek dan kegiatan penunjang lainnya. Untuk indikator *Overall Equipment Effectiveness* (OEE), Perseroan berhasil mencapai nilai 90,76% lebih tinggi daripada *benchmark* untuk industri sejenis sebesar 85%. Sementara untuk indikator *Capacity Utilization Rate*, Perseroan hanya mampu mencapai 50,93% karena dampak dari kondisi *oversupply* dan penurunan permintaan semen sebagai akibat dari prioritas belanja Negara yang masih dialihkan sektor kesehatan dan perlindungan sosial.

In the year 2021, the Company's performance in the financial area has yet to achieve the set target as a result of not achieving sales volume and of increasing cost of goods sold. However, with the consistency in the implementation of SMBRGO45 efficiency program, where the Company applied efficiency policy in production costs and operating costs, which included raw materials, supports, logistics, marketing and overhead costs, and managed to book EBITDA increased by 8% as well as cement and non-cement income which increased by 2% compared to the year before.

For operational performance, the Company managed to surpass targets on External Customer Satisfaction Index indicators which proved that customer satisfaction level on the Company's products and services remained quite high, this was due to the Company's commitment to improve customer service and acceleration of response to customer complaints carried out through activities in dissemination of information about products either directly or via printed brochures, laboratory testing services (for projects) and trial mix before projects as well as other supporting activities. For the Overall Equipment Effectiveness (OEE), the Company managed to achieve a score of 90.76% higher than the 85% benchmark for similar industries. Meanwhile for Capacity Utilization Rate indicator, the Company only managed to achieve 50.93% as an impact from the oversupply condition and decrease in demand for cement as a result of the priority of State spending which was still being diverted by the health and social protection sectors.

Laporan Direksi

Report from Board of Directors

Walau bagaimanapun, pencapaian ini lebih baik dari tahun sebelumnya.

Untuk kinerja sosial, Perseroan berkomitmen mewujudkan industri semen yang berkesinambungan dan ramah lingkungan dengan berhasil menyerap bahan bakar alternatif sebesar 0,84% dari keseluruhan kalori bahan bakar yang digunakan dan juga terus berupaya menurunkan pemakaian faktor terak dengan memanfaatkan bahan tambahan ketiga dalam proses pembuatan semen seperti fly ash dan pozzolan. Kedua indikator di atas berhasil melampaui target yang telah ditetapkan sebelumnya.

Kinerja Perseroan sangat baik pada kategori Inovasi Model Bisnis dengan mencatatkan hasil pendapatan dari transaksi penjualan semen melalui platform digital yaitu Tokopedia dan hasil penjualan produk turunan yaitu white clay dan mortar diatas target yang telah ditetapkan. Perseroan juga berhasil tepat waktu dalam memenuhi target penyelesaian indikator Tahap *Engineering*, *Procurement* dan *Commissioning* program *Intelligence Process Control System* dan tahap *Engineering* program *Predictive Maintenance* berbasis *Artificial Intelligence* pada kategori Kepemimpinan Teknologi.

Pada kategori Peningkatan Investasi, Perseroan mencapai 77% pada indikator realisasi investasi di mana pada tahun 2021, investasi difokuskan untuk pengembangan Perusahaan di masa mendatang serta menuju Industri 4.0 dan pembelian *spare part* untuk mendukung *keep operation*. Untuk pencapaian skor GCG, pada tahun 2021 terdapat peningkatan skor sebesar 1,37% dari tahun sebelumnya yang membuktikan bahwa kualitas penerapan GCG di Perseroan "Sangat Baik".

Untuk kategori pengembangan talenta, Perseroan berhasil mencapai keseluruhan indikator yang ditetapkan yaitu *training hours*, persentase perempuan dalam *nominated talent* dan persentase milenial (< 40 tahun) dalam *top talent*, yang diwujudkan dengan peningkatan kompetensi karyawan melalui pelatihan baik *inhouse training* maupun *external training* yang masing-masing telah dilaksanakan sebanyak 307 kali dan 6 kali.

Nonetheless, this achievement was better than the previous year.

Regarding social performance, the Company is committed to actualize a sustainable and environmentally friendly cement industry by successfully absorbing alternative fuels of 0.84% of the total fuel calories used and also continuing to strive to reduce the use of clinker factor by utilizing a third additive in the cement manufacturing process such as fly ash and pozzolan. The two indicators above succeeded in exceeding the targets that were previously set.

The Company's performance was very good in the category of Business Model Innovation as proven by the income from cement sales transaction through the Tokopedia digital platform and the Company managed to achieve targets from sales of derivatives, namely white clay and mortar. The Company succeeded on time in achieving target of completion indicator in Engineering, Procurement and Commissioning stage of the Intelligence Process Control System program and the Engineering stage in Artificial Intelligence-based Predictive Maintenance program for category Technology Leadership.

In category Investment Increase, the Company accomplished 77% on investment realization indicator, whereby in 2021 investment was focused on the Company's future development as well as on moving towards Industry 4.0 and the purchase of spare parts to reinforce keep operation. In order to achieve GCG score, the Company in 2021 achieved a score improvement of 1.37% from the previous year, which proved that the Company's GCG implementation quality was "Very Good".

For category talent development, the Company succeeded in achieving the overall set indicators, namely training hours, percentage of women in nominated talent and percentage of millennial (<40 years) in top talent, actualized by the enhancement of employees' competency through both inhouse training for 307 times as well as external training for 6 times.



Prospek Usaha

Asosiasi Semen Indonesia memperkirakan tingkat permintaan semen pada tahun 2022 akan meningkat sekitar 3% dari tahun 2021. Proyeksi tersebut didukung oleh membaiknya kondisi perekonomian serta adanya alokasi anggaran infrastruktur di tahun 2022 dari Pemerintah sebesar Rp365,8 triliun.

Mempertimbangkan proyeksi tersebut serta kondisi internal, Perseroan menetapkan sasaran penjualan semen mencapai 2,275 juta ton di tahun 2022 dengan total pendapatan sebesar Rp2,174 triliun, dan pangsa pasar di wilayah Sumbagsel sebesar 32%.

Untuk mendukung target tersebut, Perseroan telah menetapkan beberapa inisiatif strategi. Dari sisi pemasaran, di antaranya Perseroan akan melakukan intensifikasi segmen ritel di wilayah pasar yang memberikan margin positif dan untuk segmen curah akan dilakukan peningkatan kerjasama suplai semen dengan BUMN Karya. Perseroan juga akan mengembangkan *channel* pemasaran dengan memanfaatkan teknologi digital melalui pengembangan *marketplace* Build.Id dan peningkatan penjualan melalui Tokopedia.

Dari sisi logistik, Perseroan akan membangun *Distribution Center* di wilayah pemasaran Perseroan untuk menjaga kontinuitas suplai semen. Perseroan juga tetap menerapkan pola distribusi yang paling efisien (*least cost to serve*).

Dari sisi produksi, Perseroan akan menjalankan program lanjutan *Predictive Maintenance* berbasis *Artificial Intelligence* untuk mendukung program *plant automation* berbasis industri 4.0.

Selain itu, sebagai bentuk dukungan Perseroan pada program penurunan emisi karbon yang sedang dicanangkan oleh Pemerintah serta sebagai langkah efisiensi biaya listrik dan pertimbangan untuk mendapatkan kredit karbon, Perseroan akan melakukan investasi berupa pembangunan Pembangkit Listrik Tenaga Surya (PLTS) dengan kapasitas 10 MWP pada tahun 2022.

Perseroan akan melanjutkan inisiatif efisiensi melalui program SMBRGO45, dan dari sisi peningkatan produktivitas tenaga kerja Perseroan tetap menjalankan program SMBRGO3T dengan pengoptimalan tenaga kerja.

Business Prospects

The Indonesian Cement Association estimated the level of demand for cement in 2022 will rise by about 3% from 2021. Such a projection is supported by the improving economic condition as well as infrastructure budget allocation in 2022 from the Government amounting to Rp365.8 trillion.

Considering such projections and internal conditions, the company set the cement sales target to reach 2,275 million tons for the year 2022 with a total income of Rp2,174 trillion, and market share in Southern Sumatera at 31%.

To reinforce these targets, the Company established several strategic initiatives. From the marketing aspect, the Company, among others, is planned to intensify the retail segment in markets that provide positive margin, and cooperation in cement supply with BUMN Karya is to be escalated for the bulk segment. The Company will also expand marketing channels by taking advantage of digital technology through Build.Id marketplace development and sales increase via Tokopedia.

From logistic aspect, the Company will establish the Distribution Center in the Company's marketing areas in order to maintain continuity in cement supply. The Company will also apply the most efficient distribution pattern (*least cost to serve*).

From the production aspect, the Company will carry out Predictive Maintenance based on Artificial Intelligence to support the industry 4.0-based plant automation program.

In addition, as a form of the Company's support for the Government-launched carbon emission reduction program as well as a measure of electricity cost efficiency and consideration for obtaining carbon credits, the Company will extend investment in the form of developing the Solar Power Plant (PLTS) with a capacity of 10 MW by 2022.

The Company will continue its efficiency initiative through the SMBRGO45 program, and in terms of increasing manpower productivity, the Company remains to continue with running SMBRGO3T program by optimizing the workforce.

Laporan Direksi

Report from Board of Directors

Perkembangan Penerapan Tata Kelola Perusahaan (GCG)

Perseroan senantiasa berupaya meningkatkan penerapan tata kelola perusahaan yang baik (GCG) demi mendukung kinerja usaha secara berkelanjutan. Pada tahun 2021, pengembangan dilakukan dengan pembaharuan *Board Manual*. Pembaharuan pedoman ini merupakan tindak lanjut rekomendasi dari hasil *assessment* GCG tahun 2020 pada aspek Dewan Komisaris dan Direksi.

Selain *Board Manual*, Perseroan juga telah menerbitkan Pedoman dan Tata Tertib Kerja Direksi (Piagam Direksi) yang ditetapkan melalui surat keputusan Direksi Nomor: PH.01.04/071/2021 tanggal 18 November 2021. Pedoman ini terbit sebagai tindak lanjut atas perubahan Anggaran Dasar yang mewajibkan Direksi dan Dewan Komisaris menyusun Pedoman Kerja dan Tata Tertib Kerja.

Dalam mengukur kinerja penerapan GCG, Perseroan melakukan penilaian secara berkala setiap tahunnya. Penilaian tersebut dilakukan melalui *assessment* yang mengacu pada Surat Keputusan Sekretaris Menteri BUMN No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, yang mencakup 43 indikator dan 153 parameter penilaian.

Perseroan terus berupaya meningkatkan praktik tata kelola di Perseroan dengan menindaklanjuti rekomendasi-rekomendasi hasil *Assessment* GCG tersebut. Berdasarkan evaluasi yang dilakukan terhadap 6 (enam) aspek pengujian, Perseroan berhasil meningkatkan perolehan skor GCG sebesar 1,37 poin dibandingkan tahun 2020, sehingga pada tahun 2021 meraih skor 93,846. Pencapaian tersebut bermakna kualitas penerapan GCG di Perseroan "Sangat Baik".

Peningkatan skor tersebut tidak terlepas dari komitmen Perseroan, mulai dari manajemen hingga karyawan, yang senantiasa berusaha meningkatkan implementasi GCG di lingkungan Perseroan secara konsisten dan berkelanjutan. Bagian penting dari penerapan GCG tersebut, adalah terkait dengan penerapan standar etika serta budaya kerja sesuai dengan ketentuan, serta peraturan dan perundang-undangan yang berlaku. Standar etika dan budaya kerja menjadi prinsip yang wajib ditaati oleh seluruh elemen di lingkungan Perseroan.

Development of Good Corporate Governance (GCG)

The Company always strives to improve the implementation of good corporate governance (GCG) to support sustainable business performance. In the year 2021, such development effort was conducted through updating the Board Manual. Updating the guidelines was a follow-up of the recommendations generated from the GCG assessment results in 2020 concerning the Board of Commissioners and the Board of Directors aspects.

In addition to the Board Manual, the Company also published the Work Guidelines and Procedures of the Board of Directors (Charter of the Board of Directors) set forth through the Decision Letter of the Board of Directors No. PH.01.04/071/2021 dated 18 November 2021. The guideline was published as a follow-up of the changes in the Articles of Association which requires the Board of Directors and the Board of Commissioners to establish Work Guidelines and Procedures.

In measuring the performance of GCG implementation, every year the Company periodically conducts evaluation. This evaluation is carried out through an assessment which refers to the Decision Letter of the Secretary of BUMN Ministry No. SK-16/S.MBU/2012 regarding Indicators/Parameters of Assessment and Evaluation on Good Corporate Governance Implementation in State-Owned Enterprises, which covers 43 indicators and 153 parameters of assessment.

The Company continuously strives to improve governance practices in the company by following-up the recommendations generated from the GCG Assessment results. Based on the evaluation carried out on 6 (six) aspects of evaluation, the Company was successful in increasing the GCG score by 1.37 point compared to the result in 2020, so that in 2021 the score was 93.846. This achievement means that the quality of GCG implementation in the Company was categorized as "Very Good".

Such an improvement in score is inseparable from the Company's commitment, starting from the management to the employees, who continuously strive to consistently and sustainably improve GCG implementation in the Company. An important part of this GCG implementation is related to the implementation of ethical standards as well as work culture in accordance with the provisions and applicable laws and regulations. Ethical standards and work culture become principles that must be adhered to by all elements within the Company.



Beberapa hal penting yang mendukung peningkatan penerapan GCG pada tahun 2021, antara lain pelaksanaan sosialisasi *soft structure* GCG; penandatanganan surat pernyataan kepatuhan terhadap pedoman perilaku oleh pengurus, karyawan dan rekan bisnis; serta pelaksanaan uji kelayakan bagi personel dan rekan bisnis.

Selain itu, Perseroan juga melaksanakan bimbingan teknis pengendalian gratifikasi bagi GCG *officer*; pelaksanaan *surveillance* audit Sistem Manajemen Anti Penyuapan (SMAP); pelaksanaan program pengendalian gratifikasi sesuai rencana kerja yang telah disampaikan ke Komisi Pemberantasan Korupsi (KPK); Pemutakhiran server aplikasi *whistleblowing system*; serta pemutakhiran *standard operational procedure* (SOP) Pelaporan Pelanggaran.

Perseroan meyakini implementasi tata kelola perusahaan yang baik akan dapat meningkatkan reputasi dan kepercayaan para pemangku kepentingan terhadap Perseroan. Kepercayaan tersebut dapat menjadi jembatan bagi bisnis Perseroan untuk mencapai pertumbuhan yang berkelanjutan (*sustainable*).

Komitmen terhadap Tanggung Jawab Sosial dan Lingkungan

Perseroan memandang bahwa masyarakat umum dan yang berada di sekitar wilayah operasional Perseroan merupakan mitra yang sangat penting, karena menjadi salah satu faktor yang berkontribusi terhadap keberhasilan dan kesinambungan usaha Perseroan. Karena itu, Perseroan memberikan imbal balik manfaat yang saling menguntungkan dalam bentuk pemberdayaan masyarakat melalui Program Tanggung Jawab Sosial dan Lingkungan (TJSL).

Komitmen Perseroan terhadap TJSL direalisasikan dengan melaksanakan mandat peraturan perundang-undangan yang berlaku. Mengingat kegiatan usaha Perseroan berkaitan dengan sumber daya alam, maka Perseroan wajib melaksanakan tanggung jawab sosial dan kemasyarakatan sebagaimana diatur dalam sejumlah regulasi.

Perseroan juga melakukan kegiatan TJSL yang mendukung ISO 26000. Pelaksanaan program TJSL oleh Department CSR di tahun 2021 juga mengacu pada Peraturan Menteri Negara BUMN Nomor PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara dan perubahannya, yaitu Peraturan Menteri BUMN No. PER-03/MBU/12/2016, Peraturan Menteri BUMN Nomor PER-02/MBU/07/2017, PER-02/

Several important matters that support improvement in GCG implementation in 2021, among others, were socialization of GCG *soft-structure*; the signing of the statement letter of compliance to behavioural guidelines by administrators, employees and business partners; and the implementation of feasibility tests for personnel and business partners.

In addition, the Company also conducted technical guidance on gratuity control for GCG officers; implementation of audit *surveillance* in the Anti-Bribery Management System (SMAP); implementation of gratuity control in accordance with the work plan as submitted to the Corruption Eradication Commission (KPK); updating of the whistleblowing system application server; as well as updating the standard operational procedures (SOP) of Violation Reporting.

The Company believes that implementation of good corporate governance will improve reputation and trust of the stakeholders in the Company. This trust can be the bridge for the Company's business to achieve sustainable growth.

Commitment on Social and Environmental Responsibility

The Company views that the general public and those around the Company's operational areas are very important partners, as the public is one of the factors that contributes to the success and continuity of company's business. For this reason, the Company provides mutual benefits in the form of community empowerment through the Social and Environmental Responsibility Program (TJSL).

The Company's commitment on TJSL is actualized through the execution of the mandate of applicable laws and regulations. Considering that the Company's business activities are correlated to natural resources, the Company is obliged to carry out social and community responsibilities as stipulated in a number of regulations.

The Company also carries out TJSL activities that support ISO 26000. TJSL program implementation by the CSR Department in 2021 also referred to the State Minister of BUMN Regulation No. PER-09/MBU/07/2015 on Partnership Program and Community Development Program of State-Owned Enterprises and its amendments, namely Minister of BUMN Regulation No. PER-09/MBU/07/2015, Minister of BUMN Regulation No. PER-02/MBU/07/2017, PER-02/

Laporan Direksi

Report from Board of Directors

MBU/04/2020 dan PER-05/MBU/04/2021 serta Aspirasi Pemegang Saham dari Kementerian BUMN Nomor: S-949/MBU/10/2020 perihal Aspirasi Pemegang Saham/Pemilik Modal untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2021.

Mengingat Semen Baturaja merupakan perusahaan terbuka, ketentuan Otoritas Jasa Keuangan terkait dengan keuangan berkelanjutan juga menjadi pedoman. Realisasi program ikut disesuaikan dalam rangka mendukung pencapaian Tujuan Pembangunan Berkelanjutan (SDGs).

Program TJSL yang berkomitmen mendukung bisnis inti dan menciptakan *creating share value* bagi perusahaan, direalisasikan melalui program pendanaan terhadap usaha mikro dan kecil (UMK) yang usahanya sejalan dengan bisnis Perseroan. Perseroan juga membina UMK agar naik kelas, yang dilakukan melalui peningkatan kapasitas usaha agar membaik secara ekonomi dan mandiri. Salah satunya, yaitu melalui pelatihan-pelatihan yang diadakan oleh "Rumah BUMN Baturaja" setiap bulan.

Penjelasan rinci mengenai Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perseroan sepanjang tahun 2021 disampaikan secara terpisah pada Laporan Keberlanjutan (*Sustainability Report*).

Pengembangan Sumber Daya Manusia

Perseroan memandang bahwa sumber daya manusia (SDM) merupakan faktor penting dalam pencapaian visi dan misi Perseroan. Karena itu, Perseroan telah memiliki program pengembangan SDM agar sejalan dengan kebutuhan yang disesuaikan dengan target jangka pendek, menengah dan panjang.

Pada tahun 2021, Perseroan telah melakukan berbagai inovasi di bidang pengelolaan dan pengembangan SDM, seperti melakukan restrukturisasi organisasi dengan fokus restrukturisasi untuk mendukung peningkatan penjualan dan pengembangan pasar di Sumatera Bagian Selatan (Sumbagsel).

Selain itu, Perseroan bersama 10 BUMN Karya telah membentuk *Indonesia Infrastructure Learning Institute* (I2LI) dan *Indonesia Infrastructure Research and Innovation Institute* (I2RI). Institusi ini berfungsi sebagai tempat pelatihan, pembelajaran, serta praktik untuk meningkatkan kompetensi para karyawan BUMN di sektor infrastruktur.

MBU/04/2020 and PER-05/MBU/04/2021 as well as the Shareholders' Aspiration from the Ministry of BUMN No. S-949/MBU/10/2020 regarding the Aspiration of Shareholders/Capital Owners in Establishing the Company Work Plan and Budget for the year 2021.

Considering Semen Baturaja is a public company, provisions of the Financial Services Authority related to sustainable finance also serve guidelines. Realization of the program is also aligned in the context of supporting the achievement of Sustainable Development Goals (SDGs).

The TJSL program, which is committed to support the core business and generate creating share value for the company, was actualized through the program of funding micro and small enterprises (UMK / SMEs) whose businesses are in line with the Company's business. The Company also fosters SMEs to advance their positions, which is carried out through increasing business capacity to improve economically and independently. One of the means is through training programs conducted by "Rumah BUMN Baturaja" (Baturaja BUMN House) every month.

Detailed description of the Company's Social and Environmental Responsibility (TJSL) Program during the year 2021 is presented separately in the Sustainability Report.

Human Resource Development

The Company views that human resource is an important factor in achieving the vision and mission of the Company. For this reason, the Company has HR development program that is in line with the needs of the company aligned with short, mid and long term targets.

In the year 2021, The Company carried out various innovations in the management and development of HR, such as through organizational restructuring, with the focus to support the increase in sales and market development in Southern Sumatera.

In addition, the Company with 10 BUMN Karya has established the *Indonesia Infrastructure Learning Institute* (I2LI) and *Indonesia Infrastructure Research and Innovation Institute* (I2RI). These institutions function as the place for training, learning and practice to improve competency of BUMN employees in the infrastructure sector.



Dua lembaga tersebut memiliki fokus yang saling melengkapi dimana I2LI fokus pada pelatihan *general school*, sementara I2RI fokus pada riset dan inovasi. Perseroan juga telah membuat aplikasi *Knowledge Management System* sebagai media bagi karyawan untuk berbagi pengetahuan.

Pencapaian lainnya adalah terbitnya Kamus Kompetensi Jabatan untuk mendukung pengembangan SDM. Kamus tersebut digunakan sebagai dasar pengelolaan SDM yang terukur dan sistematis karena di dalamnya memuat secara rinci daftar kriteria dan jenis seluruh kompetensi yang dibutuhkan Perseroan, beserta definisi kompetensi dan indikator perilaku untuk setiap level kecakapan/kompetensi.

Perseroan melalui Division Human Resource terus menganalisis dan mengevaluasi kebutuhan SDM di organisasi Perseroan, termasuk mengisinya dengan SDM yang kompeten. Program *training*, *coaching* dan *counseling* serta memberikan *reward* sebagai bagian dari upaya pengembangan dan pembinaan untuk Karyawan/ti. Pada tahun 2021, Perseroan melaksanakan *Executive Development Program* untuk level BOD-1 dalam rangka pembekalan agar kompetensi yang dimiliki BOD-1 sesuai yang diharapkan.

Perseroan memandang perlu untuk terus meningkatkan keunggulan kompetitif, mengingat persaingan di industri semen akan semakin ketat. Keberadaan SDM yang unggul dan kompeten merupakan salah satu faktor yang mempengaruhi daya saing Perseroan.

Penguatan Manajemen Risiko

Dalam menjalankan kegiatan usaha, Perseroan kerap dihadapkan pada risiko bisnis yang bersumber dari perubahan lingkungan eksternal maupun internal. Sebagai upaya antisipasi dan pelaksanaan prinsip kehati-hatian, Perseroan selalu mengembangkan manajemen risiko yang merupakan kekuatan vital bagi korporat.

Upaya tersebut sejalan dengan Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). Penerapan manajemen risiko di Perseroan mengacu pada Pedoman Manajemen Risiko yang telah diterbitkan untuk menjadi pedoman dalam mengelola risiko yang dihadapi.

The two institutions each has the focus that complements each other. If I2LI focuses on general school training, while I2RI focuses on research and innovation. The Company has also produced the Knowledge Management System application as the media for employees to share knowledge.

Other achievements include the publication of the Dictionary of Job Position Competency to support HR development. The dictionary is used as basis of HR management that is measurable and systematic because it contains details of the list of criteria and types of all competency needed by the Company, along with the definition of competency and behavioral indicators for each skill/competency level.

Through the Human Resource Division, the Company continues with analysis and evaluation of HR needs within the Company's organization, including filling vacant positions with competent HR. Programs of training, coaching and counselling as well as providing rewards as part of the efforts in employee development coaching. In the year 2021, the Company conducted the Executive Development Program for the Board of Directors level-1 in the context of debriefing so that competencies of members of the Board of Directors are as expected.

The Company considers it necessary to continuously improve its competitive advantage, considering that competition in the cement industry will be increasingly fierce.

Strengthening Risk Management

In performing business activities, the Company is often faced with business risks originating from changes occurring in the external and internal environments. As an effort to anticipate and implement the principle of prudence, the Company always develops risk management which is a vital force for the corporation.

This effort is in line with Minister of BUMN Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance. Implementation of risk management in the Company refers to the Risk Management Guidelines published to serve as guidelines in managing risks faced by the Company.

Laporan Direksi

Report from Board of Directors

Pada tahun 2021, *Risk Maturity Index* Perseroan masuk ke dalam kualifikasi “Managed” dengan capaian skor 3,46 dari skor maksimal 5, naik sebesar 0,14 dari *Risk Maturity Index* tahun 2020. *Assessment* tingkat kematangan risiko tersebut dilakukan oleh pihak eksternal yaitu PT Berkah Semesta Konsultama pada bulan November 2021.

Dari hasil *assessment* tersebut, dapat disimpulkan bahwa infrastruktur manajemen risiko berupa strategi, organisasi, personel, pedoman dan sistem telah mulai terbangun di Perseroan. Hal ini menjadi penting untuk penyempurnaan implementasi pengelolaan risiko agar kedepannya lebih efektif serta mendorong agar “sadar risiko” menjadi budaya di Perseroan.

Dalam rangka penguatan manajemen risiko pada tahun 2021, Perseroan telah melakukan perbaikan di beberapa aspek komponen maturitas, antara lain aspek tata kelola, perencanaan, pelaksanaan tahapan, pemantauan & evaluasi serta budaya risiko. Proses perbaikan masih akan berlanjut di tahun 2022 sebagai bentuk komitmen Perseroan agar tercipta budaya sadar risiko di Perseroan. Sesuai rekomendasi untuk penguatan penerapan manajemen risiko, Perseroan merencanakan sosialisasi secara konsisten mengenai penerapan Manajemen Risiko, Membangun Sistem Manajemen Risiko secara menyeluruh, Implementasi pedoman evaluasi *Risk Maturity Level* dan pedoman *Business Continuity Management* (BCM) berbasis ISO 22301.

Efektivitas manajemen risiko nantinya akan membantu pencapaian target kinerja yang diamanahkan Pemegang Saham, selain dapat meningkatkan nilai tambah bagi seluruh *stakeholders*. Untuk itu, Perseroan berkomitmen untuk terus meningkatkan penerapan manajemen risiko dalam setiap kegiatan usaha Perseroan.

Pengembangan Teknologi Informasi

Pengembangan teknologi informasi bertujuan untuk memudahkan dan meningkatkan efektivitas proses komunikasi, pengambilan keputusan serta pelaksanaan kegiatan operasional. Selain itu, teknologi informasi (TI) merupakan peranti yang menghasilkan dan mengelola aset berupa data dan informasi berharga milik Perseroan.

In the year 2021, the Company's Risk Maturity Index is qualified as “Managed” with a score of 3.46 from maximum of 5, an increase of 0.14 from the Risk Maturity Index of 2020. Assessment on such risk maturity index is conducted by an external party, namely PT Berkah Semesta Konsultama in November 2021.

Results of the assessment can be concluded that risk management infrastructure in the forms of strategies, organization, personnel, guidelines and systems were beginning to develop in the Company. This has become important for the improvement of risk management implementation so that going forward it is more effective and encouraging to be “risk aware” that becomes a culture in the Company.

In the context of strengthening risk management in the year 2021, the Company carried out improvements in several aspects of the maturity component, among others, governance aspect, planning, stage implementation, monitoring and evaluation as well as risk culture. Improvement process will still continue in 2022 as a form of the Company's commitment so as to generate awareness culture in the Company. As per recommendations to strengthen the implementation of risk management, the Company plans for consistent socialization on Implementation of Risk Management, Development of overall Risk Management System, Implementation of Risk Management assessment guidelines and Business Continuity Management (BCM) guidelines based on ISO 22301.

Effectiveness of risk management will eventually support performance target achievement as mandated by the Shareholders, aside from increasing added value for all stakeholders. For this purpose, the Company is committed to continually improve the implementation of risk management in each of the Company's business activity.

Information Technology Development

Development of information technology aims to facilitate and improve the effectiveness of communication process, decision making and implementation operational activities. In addition, information technology (IT) is the tool that generates and manages assets in the form of the Company's valuable data and information.



Pada tahun 2021, fokus Perseroan dalam pengembangan TI, antara lain mencakup penyediaan server *backup/DRC (Disaster Recovery Centre)* untuk ERP (*Enterprise Resource Planning*) SAP dan aplikasi turunan SAP. Selama ini, Perseroan belum memiliki server *backup/DRC* dan menjadi salah satu rekomendasi pada saat *assessment Maturity IT*.

Perseroan juga terus meningkatkan digitalisasi proses bisnis dengan mengembangkan aplikasi-aplikasi terintegrasi dan *tools* pendukung manajemen dalam mengelola Perseroan, khususnya dalam proses analisa dan pengambilan keputusan. Perseroan juga meningkatkan digitalisasi melalui integrasi sistem dengan pihak ketiga seperti perbankan, transporter dan lainnya guna percepatan proses dan peningkatan transparansi.

Sebagai dukungan terhadap perencanaan jangka panjang, Perseroan telah menyusun rencana induk (*masterplan*) TI untuk periode 2022-2026. Evaluasi juga dilakukan secara berkala sebagai dasar atau pijakan penting dalam pengembangan IT. Pada tahun 2021, pencapaian nilai *assessment maturity IT* mencapai nilai 3,68 di atas target minimal 3,00.

Perubahan Komposisi Direksi

Pada tahun 2021, tidak terjadi perubahan pada komposisi Direksi Perseroan, namun terdapat perubahan nomenklatur jabatan anggota Direksi Perseroan, yaitu pada jabatan Direktur Keuangan yang berubah menjadi Direktur Keuangan dan Manajemen Risiko. Susunan Direksi dan perubahan nomenklatur jabatan mengacu pada Keputusan RUPS Tahunan Tahun Buku 2020, tanggal 27 Mei 2021 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor : 24 Tanggal 27 Mei 2021 dengan komposisi sebagai berikut:

Jabatan	Nama Name	Position
Direktur Utama	Jobi Triananda Hasjim	President Director
Direktur Produksi dan Pengembangan	Daconi	Production and Development Director
Direktur Pemasaran	Mukhamad Saifudin	Marketing Director
Direktur Umum & SDM	Amrullah	General Affairs & HR Director
Direktur Keuangan dan Manajemen Risiko	M. Jamil	Finance and Risk Management Director

In the year 2021, the Company's focus in IT development, among others, included providing backup server/Disaster Recovery Centre (DRC) for Enterprise Resource Planning (ERP) SAP and SAP derivative applications. Until now, the Company has no backup server/DRC and it was recommended at the time of IT Maturity assessment.

The Company also continuously increasing business process digitalization by developing integrated applications and tools to support the management in running the Company, especially in analysis and decision-making processes. The Company also enhances digitalization through system integration with such third parties as banks, transporters and others in order to accelerate the process and improve transparency.

In support of long-term planning, the Company established the IT masterplan for the period of 2022-2026. Evaluation is also conducted periodically as an important basis or reference in developing IT. In the year 2021, the assessment value of IT maturity assessment reached 3.68 above the target minimum of 3.00.

Changes in Composition of The Board of Directors

In the year 2021, there was no change in the composition of the Company's Board of Directors, however there was a change in the nomenclature position of the Finance Director which was to become the Director of Finance and Risk Management. The composition of the Board of Directors and the change in nomenclature position referred to the Resolutions of the Annual GMS of Fiscal Year 2020, dated 27 May 2021 as stated in the Notarial Deed of Fathiah Helmi, No. 24 Dated 27 May 2021 with the composition as follows:

Laporan Direksi

Report from Board of Directors

Penutup

Di tengah kondisi industri semen yang kelebihan pasokan (*oversupply*) dan tingkat persaingan yang kian ketat, Perseroan berhasil mencatatkan kinerja di tahun 2021 yang lebih baik dibandingkan tahun 2020. Pencapaian tersebut ditunjukkan oleh sejumlah pencapaian indikator utama.

Hal ini juga yang menjadi dasar bagi Direksi untuk terus optimis dapat mewujudkan visi perusahaan “Menjadi *Green Cement Based Building Material Company* Terdepan di Indonesia”.

Atas capaian tersebut, Direksi ingin menyampaikan rasa terima kasih kepada pemegang saham dan pemangku kepentingan atas kepercayaan dan dukungannya selama ini. Apresiasi sebesar-besarnya juga ditujukan kepada karyawan, *regulator*, pelanggan, dan mitra usaha. Terima kasih atas dukungan yang telah diberikan dan semoga kerja sama yang baik dapat terus tercipta di masa-masa yang akan datang.

Closing

In the midst of oversupply condition in the cement industry and increasingly fierce competition, in 2021 the Company managed to record an improved performance from that of in 2020. This achievement is shown in a number of main achievement indicators.

This has also become a basis for the Board of Directors to continue with such optimism in striving to actualize the Company's vision “To Become a Prominent Green Cement-Based Building Material Company in Indonesia”.

For such an achievement, the Board of Director extends its gratitude to the shareholders and stakeholders for the trust and support until now. Our greatest appreciation is to the employees, regulators, customers and business partners. Thank you for the support extended to us and we hope our good cooperation continues ahead.

Jakarta, Februari 2022
Jakarta, February 2022

Jobi Triananda Hasjim

Direktur Utama
President Director



Direksi

Board of Directors



Daconi

Direktur Produksi dan
Pengembangan
Production and
Development Director

M. Jamil

Direktur Keuangan dan
Manajemen Risiko
Finance and
Risk Management Director

Jobi Triananda Hasjim

Direktur Utama
President Director

Amrullah

Direktur Umum & SDM
General Affairs & HR Director

Mukhamad Saifudin

Direktur Pemasaran
Marketing Director

Surat Pernyataan Anggota Dewan Komisaris dan Direksi tentang Tanggung Jawab atas Laporan Tahunan 2021

Responsibility Statements of Board of Commissioners and Board of Directors on Annual Report 2021

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Semen Baturaja (Persero) Tbk tahun 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, Februari 2022

Dewan Komisaris Board of Commissioners



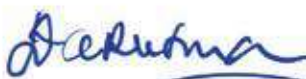
Ir. Franciscus M.A. Sibarani

Komisaris Utama
President Commissioner



Oke Nurwan, Dipl.-Ing

Komisaris
Commissioner



Ir. Darusman Mawardi

Komisaris Independen
Independent Commissioner



Chowadja Sanova, B.Bus, M.Sc

Komisaris Independen
Independent Commissioner



We, the undersigned, hereby declare that all information contained in PT Semen Baturaja (Persero) Tbk Annual Report 2021 have been fully disclosed and being solely responsible upon accountability of the contents in the Company's Annual Report.

This statement is made truthfully.

Jakarta, February 2022

Direksi
Board of Directors

Ir. Jobi Triananda Hasjim, M.Sc.

Direktur Utama
President Director

Ir. Daconi, M.M.

Direktur Produksi dan Pengembangan
Production and Development Director

Mukhamad Saifudin, S.T., M.M.

Direktur Pemasaran
Marketing Director

Amrullah, S.H., M.M.

Direktur Umum & SDM
General Affairs & HR Director

M. Jamil, S.E., Ak., M.M.

Direktur Keuangan & Manajemen Risiko
Finance & Risk Management Director





Profil Perusahaan

Company Profile



Identitas Perusahaan

Corporate Identity



Nama Perusahaan

PT Semen Baturaja (Persero) Tbk

Name of Company

PT Semen Baturaja (Persero) Tbk

Perubahan Nama

Perseroan mengalami perubahan nama dari PT Semen Baturaja menjadi PT Semen Baturaja (Persero) 19 Agustus 1980. Lalu perubahan nama dari PT Semen Baturaja (Persero) menjadi PT Semen Baturaja (Persero) Tbk pada 14 Maret 2013.

Information on Name Alteration

The Company underwent a name change from PT Semen Baturaja to PT Semen Baturaja (Persero) on 19 August 1980, then from PT Semen Baturaja (Persero) to PT Semen Baturaja (Persero) Tbk on 14 March 2013.

Tanggal Pendirian

14 November 1974

Date of Establishment

14 November 1974

Bidang Usaha

Melakukan usaha di bidang persemenan dan industri kimia dasar lainnya.

Line of Business

Operate business in the field of cement production and in other basic chemical industry.



Alamat Kantor

Kantor Pusat & Pabrik Palembang

Jl. Abikusno Cokrosuyoso Kertapati
Palembang - 30258. P.O. Box 1175
Palembang - 30001
Telepon : (62) - 711 - 511261 (Hunting)
Fax : (62) - 711 - 512126

Kantor Perwakilan Jakarta

Gedung Graha Irama Lt.9 Ruang B dan C
Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia
Telepon : (62) - 21 - 5261113, 5261114
Fax : (62) - 21 - 5261411

Pabrik Baturaja

Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, Sumatera Selatan 32117
Telepon : (62) 735-320344, 320366, 320368
Fax : (62) 735-320367

Pabrik Panjang

Jl. Yos Sudarso KM 7 Panjang
Bandar Lampung 35243
Telepon : (62) 721-31718, 31818, 31538
Fax : (62) 721-31343

Office Address

Head Office & Palembang Plant

Jl. Abikusno Cokrosuyoso Kertapati
Palembang - 30258. P.O. Box 1175
Palembang - 30001
Telephone : (62) - 711 - 511261 (Hunting)
Fax : (62) - 711 - 512126

Jakarta Representative Office

Graha Irama Building 9th Floor, Room B and C
Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia
Telephone : (62) - 21 - 5261113, 5261114
Fax : (62) - 21 - 5261411

Baturaja Plant

Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, Sumatera Selatan 32117
Telephone : (62) 735-320344, 320366, 320368
Fax : (62) 735-320367

Panjang Plant

Jl. Yos Sudarso KM 7 Panjang
Bandar Lampung 35243
Telephone : (62) 721-31718, 31818, 31538
Fax : (62) 721-31343



Jumlah Pabrik dan Kantor Perwakilan

Perseroan memiliki 3 Pabrik dan 1 kantor Perwakilan

Total Plants and Representative Offices

The Company has 3 (three) plants and one Representative office

Jumlah Karyawan

912 Karyawan

Total Employees

912 Employees



Modal Dasar

Berdasarkan Anggaran Dasar terakhir, modal dasar Perseroan sebesar Rp3.000.000.000.000

Authorized Capital

According to the latest Article of Association, the Company's authorized capital amounted to Rp3,000,000,000,000



Dasar Hukum Pendirian

Perseroan didirikan berdasarkan Anggaran Dasar yang di buat dengan Akta Notaris Jony Frederik Berthold Tumbelaka Sinjal Nomor 34 tanggal 14 November 1974. Anggaran Dasar Perseroan sebagaimana tercantum di dalam Akta Pendirian Perseroan telah mengalami beberapa kali perubahan sejak pendirian, dan perubahan Anggaran Dasar Perseroan terakhir kali adalah sebagaimana tercantum dalam Akta Pernyataan Keputusan Rapat umum Pemegang Saham Tahunan No. 68 tanggal 25 Juni 2021, dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, yang telah diberitahukan kepada Menkumham berdasarkan Surat No. AHU-AH.01.03-0430893 tanggal 23 Juli 2021 dan telah didaftarkan dalam Daftar Perseroan No. AHU-0127661.AH.01.11 Tahun 2021 tanggal 23 Juli 2021.

Legal Basis of Establishment

The Company was established on the basis of the Articles of Association formed through Notarial Deed of Jony Frederik Berthold Tumbelaka Sinjal No.34 dated 14 November 1974. The Company's Articles of Association as contained in the Company's Deed of Establishment has encountered several changes since its establishment, and the last amendment made in the Articles of Association is noted in the Statement Deed of the General Meeting of Shareholders Resolutions No. 68 dated 25 June 2021, made before Fathiah Helmi S.H., Notary in Jakarta, as disclosed to the Ministry of Law and Human Rights based on Letter No. AHU-AH.01.03-0430893 dated 23 July 2021 and registered in the List of Companies No. AHU-0127661.AH.01.11 of Year 2021 dated 23 July 2021

Akses Informasi dan Data Perseroan | Corporate Information and Data Access



Website

www.semenbaturaja.co.id

Website

www.semenbaturaja.co.id

E-mail

corsec@semenbaturaja.co.id

E-mail

corsec@semenbaturaja.co.id

Media Sosial

facebook: ptsb.tbk.official
twitter: @ptsb_tbk
instagram: @pt.semenbaturaja
youtube: SemenBaturajaTbk
linkedin: PT Semen Baturaja (Persero) Tbk

Social Media

facebook: ptsb.tbk.official
twitter: @ptsb_tbk
instagram: @pt.semenbaturaja
youtube: SemenBaturajaTbk
linkedin: PT Semen Baturaja (Persero) Tbk



Investor Relation

Senior Manager Secretarial & Stakeholder Management
Telepon : 0711-511261 ext. 1505
E-mail : corsec@semenbaturaja.co.id

Investor Relation

Senior Manager Secretarial & Stakeholder Management
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Riwayat Singkat

Brief History

“

Seiring dengan perkembangan bisnis Perseroan, PT Semen Baturaja (Persero) melakukan aksi korporasi yakni penawaran saham perdana atau *Initial Public Offering* (IPO) pada tahun 2013. Pada 28 Juni 2013, sebanyak 23,76% atau sebesar 2.337.678.500 saham Perseroan resmi diperdagangkan di Bursa Efek Indonesia dengan kode saham SMBR. Dengan adanya perubahan status tersebut, maka Perseroan mengalami perubahan nama menjadi PT Semen Baturaja (Persero) Tbk

Corresponding to the Company's business growth, PT Semen Baturaja (Persero) conducted the corporate action of Initial Public Offering (IPO) in the year 2013. On 28 June 2013, 23.76% or a total of 2,337,678,500 of the Company shares was officially traded in the Indonesia Stock Exchange with the code SMBR. With this change in status, the Company altered its name to become PT Semen Baturaja (Persero) Tbk





Pengembangan organisasi dan visi strategis Perseroan terus dilakukan, yang berujung pada diterbitkannya obligasi I. Emisi obligasi ini berhasil menjadi batu loncatan restrukturisasi keuangan secara keseluruhan sehingga Perseroan dapat meningkatkan profitabilitas dan likuiditasnya

Development of the Company's organization and strategic vision was continuously carried out which led to the issuance of Bond I. This bond emission was a successful stepping stone for the overall financial restructuring that the Company was able to increase its profitability and liquidity

Perseroan berdiri dengan nama PT Semen Baturaja yang berkedudukan di Palembang, sesuai dengan Anggaran Dasar yang dibuat dengan Akta Notaris Jony Frederik Berthold Tumbelaka Sinjal No. 34 Tahun 1974 tanggal 14 November 1974. Pada awal mula pendirian, kepemilikan saham Perseroan terdiri dari PT Semen Padang (Persero) sebesar 55% dan PT Semen Gresik (Persero) sebesar 45%.

Pada 9 November 1979, atau setelah 5 (lima) tahun berdiri, terjadi perubahan komposisi kepemilikan saham, menjadi: 88% Pemerintah Republik Indonesia, 7% PT Semen Gresik (Persero) dan 5% PT Semen Padang (Persero). Dengan perubahan komposisi saham tersebut, Perseroan berganti nama menjadi PT Semen Baturaja (Persero) pada 19 Agustus 1980. Puncaknya, pada 15 Oktober 1991, seluruh saham Perseroan diambil alih secara penuh oleh Pemerintah Republik Indonesia.

Perseroan memiliki lini bisnis produksi terak dan semen. Produksi terak dihasilkan di pusat produksi yang terletak di Baturaja, Sumatera Selatan. Lokasi penggilingan dan pengantongan semen terletak di Pabrik Baturaja, Pabrik Palembang dan Pabrik Panjang. Bahan baku produk semen Perseroan berupa batu kapur dan tanah liat yang didapatkan dari lokasi pertambangan batu kapur dan tanah liat milik Perseroan yang berlokasi sekitar 1,2 km dari pabrik di Baturaja.

The Company was established under the name of PT Semen Baturaja with domicile in Palembang, in accordance with the Articles of Association formed through Notarial Deed of Jony Frederik Berthold Tumbelaka Sinjal No. 34 of 1974 dated 14 November 1974. At onset of its establishment, the Company's share ownership consisted of PT Semen Padang (Persero) with 55% and PT Semen Gresik (Persero) with 45%.

On 9 November 1979, 5 (five) years following its establishment, the shares ownership composition changed as follows: 88% the Government of the Republic of Indonesia, 7% PT Semen Gresik (Persero) and 5% PT Semen Padang (Persero). With this change in composition, the Company's name was converted to PT Semen Baturaja (Persero) on 19 August 1980. At its peak, on 15 October 1991, all Company shares were fully secured by the Government of the Republic of Indonesia.

The Company's line of business is in clinker and cement production. Clinker production is carried out through its production center located in Baturaja, South Sumatera. Cement milling and packing are located at the Baturaja, Palembang and Panjang Plants. The raw materials for the Company's cement production, namely limestone and clay, are acquired from the Company's limestone and clay excavation site located around 1.2 km from the plant in Baturaja.

Riwayat Singkat

Brief History

Sebagai respons dari perkembangan usaha, Perseroan meningkatkan kapasitas terpasang hingga 500.000 ton semen per tahun melalui investasi peralatan pada tahun 1992. Di saat yang sama, Perseroan juga menjalankan Proyek Optimalisasi I (OPT I) dengan masa pembangunan selama dua tahun, sehingga kapasitas terpasang menjadi 550.000 ton semen per tahun.

Berhasilnya OPT I memberikan banyak kemajuan dan masukan untuk eskalasi bisnis Perseroan. Untuk itu, pada tahun 1996, Perseroan melaksanakan proyek lanjutan Optimalisasi II (OPT II) dengan target peningkatan kapasitas sebesar 1,25 juta ton semen per tahun. OPT II berhasil diselesaikan pada tahun 2001 dan terus aktif berproduksi hingga saat ini.

Pengembangan organisasi dan visi strategis Perseroan terus dilakukan, yang berujung pada diterbitkannya obligasi I senilai Rp200 miliar. Kewajiban melunasi pinjaman untuk pelaksanaan obligasi ini telah dilunasi pada Juni 2010. Emisi obligasi ini berhasil menjadi batu loncatan restrukturisasi keuangan secara keseluruhan sehingga Perseroan dapat meningkatkan profitabilitas dan likuiditasnya. Atas kondisi tersebut, Perseroan meraih kepercayaan untuk menggarap proyek-proyek besar dan prestisius.

Selain itu, Perseroan juga kembali menambah kapasitas produksi Perseroan melalui proyek Cement Mill dan Packer dengan kapasitas 750.000 ton per tahun pada 2011 dan beroperasi secara komersil pada Juli 2013 sehingga kapasitas terpasang Perseroan mencapai 2 juta ton per tahun.

Seiring dengan perkembangan bisnis Perseroan, PT Semen Baturaja (Persero) melakukan aksi korporasi yakni penawaran saham perdana atau *Initial Public Offering* (IPO) pada tahun 2013. Di tengah pertumbuhan yang tengah menggeliat, IPO tersebut mendapatkan respons yang luar biasa. Pada 28 Juni 2013, sebanyak 23,76% atau sebesar 2.337.678.500 saham Perseroan resmi diperdagangkan di Bursa Efek Indonesia dengan kode saham SMBR. Dengan adanya perubahan status tersebut, maka Perseroan mengalami perubahan nama menjadi PT Semen Baturaja (Persero) Tbk.

Perseroan menggunakan dana hasil penawaran umum untuk membangun pabrik Baturaja II dengan kapasitas 1,85 juta ton semen tiap tahunnya. Dengan adanya peningkatan kapasitas tersebut, Perseroan kini menjelma menjadi kekuatan baru di industri semen nasional dengan dukungan tidak hanya dari pemerintah namun juga masyarakat Indonesia.

In response to business growth, the Company increased its installed capacity up to 500,000 tons of cement per year through investment in equipment placed in 1992. At the same time, the Company also conducted Optimization I (OPT I) Project with development period of two years that installed capacity increased up to 550,000 tons of cement per year.

The success of OPT I delivered great progress and feedback for the Company's business escalation. For this reason, in 1996, the Company continued with Optimization II (OPT II) with the target to increase capacity up to 1.25 million tons of cement per year. OPT II was completed in the year 2001 and production actively continued to date.

Development of the Company's organization and strategic vision was continuously carried out which led to the issuance of the Rp200 billion worth of Bond I. The obligation to repay loans for the purpose of implementing this bond was settled in June 2010. This bond emission was a successful stepping stone for the overall financial restructuring that the Company was able to increase its profitability and liquidity. With this condition, the Company was able to attain the trust to carry out major and prestigious projects.

In addition, the Company yet again increased its production capacity up to 750,000 tons per year in 2011 through the Cement Mill and Packer and began operating commercially in July 2013 that installed capacity reached 2 million tons per year.

Corresponding to the Company's business growth, PT Semen Baturaja (Persero) conducted the corporate action of Initial Public Offering (IPO) in the year 2013. In the midst of strong growth, the IPO was extraordinarily well received. On 28 June 2013, 23.76% or a total of 2,337,678,500 of the Company shares was officially traded in the Indonesia Stock Exchange with the code SMBR. With this change in status, the Company altered its name to become PT Semen Baturaja (Persero) Tbk.

The Company utilized the proceeds from the public offering to develop the Baturaja II plant with a capacity reaching 1.85 billion tons of cement yearly. With such increased in capacity, the Company became a new force in the national cement industry, supported not only by the Government but also the people of Indonesia.



Pembangunan Pabrik Baturaja II dimulai pada tahun 2015 dan mulai memproduksi secara komersil pada tanggal 1 September 2017. Dengan demikian total kapasitas produksi Semen Baturaja menjadi sebesar 3,85 juta ton semen per tahun. Pembangunan Pabrik Baturaja II memakan waktu selama 26 bulan, yang merupakan pabrik semen dengan masa pengerjaan paling cepat di Indonesia.

Dibekali dengan kapasitas pabrik yang besar, Perseroan terus berupaya meningkatkan skala bisnis serta jaringan distribusinya agar dapat menjangkau pasar yang lebih luas. Saat ini, pasar utama Perseroan adalah wilayah Sumatera Selatan, Lampung dan wilayah Indonesia lainnya yang prospektif untuk pengembangan infrastruktur.

Perseroan terus menjaga tekad yang baik untuk memberikan manfaat luas kepada seluruh pemangku kepentingan. Perseroan juga senantiasa memberikan kontribusi kepada Pemerintah Pusat dan Pemerintah Daerah melalui pajak dan retribusi. Sementara untuk pemegang saham, Perseroan berkontribusi dalam bentuk pembagian dividen yang menguntungkan. Adapun untuk masyarakat luas, Perseroan membuka lapangan pekerjaan dengan penyerapan tenaga kerja lokal, kemitraan dan bina lingkungan yang menjanjikan bagi masyarakat sekitar pabrik.

Development of the Baturaja II Plant started in the year 2015 and commercial production started on 1 September 2017. Thus, total production capacity of Semen Baturaja reached 3.85 million tons of cement per year. Development of the Baturaja II Plant was completed in 26 months, considered to be the fastest development of a cement factory in Indonesia.

Outfitted with a massive plant capacity, the Company continuously progressing its business scale as well as its distribution network so as to reach a wider spread of the market. At this time, the Company's main markets include the region of South Sumatera, Lampung and other regions in Indonesia that are of great prospective for infrastructure development.

The Company continuously maintain its good intention to providing extensive benefits to all stakeholders. The Company also unceasingly extends its contribution to the Central and Regional Governments through taxes and retributions. Meanwhile for the shareholders, the Company's contribution is in the form of lucrative dividend. For the general public, the Company creates job opportunities by taking on local workers, promising partnerships and community development programs for the communities surrounding the plant.

Informasi Perubahan Nama

Information on Name Alteration

Sejak awal berdiri hingga tahun 2021, Perseroan mengalami perubahan nama sebanyak 2 (dua) kali karena adanya perubahan komposisi pemegang saham.

- 19 Agustus 1980: Perseroan mengalami perubahan nama dari PT Semen Baturaja menjadi PT Semen Baturaja (Persero).
- 14 Maret 2013: Nama PT Semen Baturaja (Persero) berubah menjadi PT Semen Baturaja (Persero) Tbk.

Since the start of its establishment until the year 2021, the Company has changed its name 2 (two) times as the shareholders composition changed.

- 19 August 1980: the Company's name was amended from PT Semen Baturaja to PT Semen Baturaja (Persero).
- 14 March 2013: the Company name was amended from PT Semen Baturaja (Persero) to PT Semen Baturaja (Persero) Tbk.

Bidang Usaha

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Sesuai Anggaran Dasar

Sesuai dengan Anggaran Dasar Perusahaan, maksud dan tujuan Perseroan adalah melakukan usaha di bidang persemenan dan industri kimia dasar lainnya serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan. Tujuannya dalam rangka menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapat/ mengejar keuntungan guna meningkatkan nilai Perseroan dengan prinsip-prinsip Perseroan Terbatas.

Untuk mencapai maksud dan tujuan tersebut di atas, Perseroan dapat melaksanakan kegiatan usaha utama sebagai berikut:

1. Aktivitas penunjang pertambangan dan penggalian lainnya
2. Industri semen
3. Industri barang dari semen dan kapur untuk konstruksi
4. Industri barang dari semen, kapur, gips dan asbes lainnya
5. Industri mortar atau beton siap pakai
6. Pertambangan pasir besi
7. Pertambangan bijih besi

In Accordance with the Articles of Association

In line with the Company's Articles of Association, the purposes and objectives of the Company are to conduct business in the field of cement production and other basic chemical industry as well as to optimize the use of resources retained by the Company. The objectives are to produce goods and/or services of high quality and strong competitiveness in order to achieve/pursue benefits in order to increase the Company's value with the principles of Limited Liability Company.

In order to achieve such purposes and objectives mentioned above, the Company may conduct its main business activities as follows:

1. Supporting activities in mining and other excavation
2. Cement industry
3. Manufacturing of cement and lime products for construction
4. Manufacturing of cement, lime, gypsum and other asbestos products
5. Manufacturing of ready-to-use mortar or concrete
6. Iron sand mining
7. Iron ore mining



8. Penggalian batu kapur/gamping
9. Penggalian tanah dan tanah liat
10. Penggalian tras
11. Penggalian batu, pasir dan tanah liat lainnya
12. Reparasi mesin untuk keperluan umum
13. Instalasi/pemasangan mesin dan peralatan industri
14. Penelitian dan pengembangan teknologi dan rekayasa
15. Analisis dan uji teknis lainnya
16. Pergudangan dan penyimpanan
17. Pergudangan dan penyimpanan lainnya
18. Penyediaan sumber daya manusia dan manajemen fungsi sumber daya manusia
19. Perdagangan besar berbagai macam material bangunan
20. Portal web dan/atau platform digital dengan tujuan komersial
21. Perdagangan besar semen, kapur, pasir dan batu
22. Pengelolaan dan pembuangan sampah berbahaya

Selain kegiatan usaha utama sebagaimana dimaksud di atas, Perseroan dapat melakukan kegiatan usaha penunjang/pendukung yang berhubungan dengan semen dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki untuk:

1. Pengumpulan air limbah berbahaya
2. Pengumpulan air limbah tidak berbahaya
3. Pengelolaan dan pembuangan air limbah tidak berbahaya
4. Pengelolaan dan pembuangan air limbah berbahaya
5. Industri barang dari plastik untuk pengemasan
6. Aktivitas penunjang pengelolaan air
7. Penyiapan lahan
8. Jasa pengujian laboratorium
9. Instalasi mekanikal
10. Instalasi saluran air (plumbing)
11. Aktivitas pelayanan kepelabuhanan sungai dan danau
12. Perkebunan buah kelapa sawit
13. Perkebunan karet dan tanaman penghasil getah lainnya
14. Penyediaan akomodasi jangka pendek lainnya
15. *Event organizer*
16. Pendidikan teknik swasta
17. Real estat yang dimiliki sendiri atau disewa
18. Lapangan golf
19. Gelanggang renang
20. Lapangan sepak bola
21. Lapangan tenis lapangan
22. *Sport center*

8. Limestone excavation
9. Soil and clay excavation
10. Tras excavation
11. Excavation of stone, sand and other clay
12. Mechanical repair for general purposes
13. Installation of industrial machinery/equipment
14. Research and development in technology and engineering
15. Analysis and other technical testings
16. Warehouse and storage
17. Other warehouse and storage
18. Provision of human resources and management of human resources functions
19. Wholesale trade of various building materials
20. Web portals and/or digital platforms with commercial purposes
21. Wholesale trade of cement, lime, sand and stone
22. Treatment and disposal of hazardous waste

In addition to the above main business activities, the Company carries out supporting cement-related business activities in optimizing the utilization of the Company's resources as listed below:

1. Collection of hazardous wastewater
2. Collection of non-hazardous wastewater
3. Treatment and disposal of non-hazardous wastewater
4. Treatment and disposal of hazardous wastewater
5. Manufacturing of plastic products for packaging
6. Water management supporting activities
7. Land preparation
8. Laboratory testing services
9. Mechanical installation
10. Plumbing installation
11. River, lake, and port service activities
12. Palm oil fruit plantations
13. Plantation of rubber and other sap-producing plants
14. Provision of other short-term accommodation
15. Event organizer
16. Private engineering education
17. Owned or rented real estate
18. Golf course
19. Swimming Pool
20. Football fields
21. Tennis courts
22. Sports center

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23. Aktivitas fasilitas olahraga lainnya
24. Kawasan industri
25. Kedai makanan
26. Aktivitas praktik dokter umum
27. Perdagangan eceran barang farmasi di apotik

23. Other sports facilities activities
24. Industrial area
25. Food stalls
26. General practitioner activities
27. Retail trade of pharmaceutical goods in pharmacies

Kegiatan Usaha Dijalankan pada Tahun Buku

Kegiatan usaha yang dijalankan Perseroan pada tahun buku sesuai dengan Anggaran Dasar Perseroan.

Business Activities Conducted in the Fiscal Year

Business activities conducted by the Company during the fiscal year were in accordance with the Company's Articles of Association.

Produk yang Dihasilkan

Sebagai perusahaan dengan kegiatan usaha utama di bidang persemenan, Perseroan memproduksi empat jenis semen, sesuai dengan Pasal 3 Anggaran Dasar Perusahaan. Keempat jenis semen tersebut adalah sebagai berikut.

Generated Products

As a company with its main business in cement production, the Company manufactures four types of cement products, in line with Article 3 of the Company's Articles of Association, namely as described below.

Jenis Semen Type of Cement	Penjelasan Description
Ordinary Portland Cement (OPC) Type I	Jenis Portland Tipe I digunakan untuk pemakaian secara umum, tidak memerlukan persyaratan khusus seperti dipersyaratkan pada tipe lainnya (gedung bertingkat, jalan, jembatan, dll). OPC Tipe I mempunyai keunggulan karena cepat kering, memiliki daya rekat yang kuat, hasil adukan yang tidak mudah retak dan kekuatan tekan yang baik. Adapun sertifikat produk penggunaan tanda SNI Nomor 014/BPPI/BIPASERT.2/03/2018 tipe/jenis produk Ordinary Portland Cement (OPC) Tipe I dan tipe II berlaku mulai 22 Maret 2018 sampai dengan 21 Maret 2022. Portland Type I is used for general purposes, no specific requirement is needed as usually required by other types (for high rise buildings, roads, bridges, etc.). The OPC Type I has its advantages as it dries quickly, has strong adhesion, does not crack easily, and has good compressive strength. The use of product certificate SNI logo No. 014/BPPI/BIPASERT.2/03/2018 for Ordinary Portland Cement (OPC) Type I and Type II products is valid from 22 March 2018 until 21 March 2022.
Ordinary Portland Cement (OPC) Type II	Jenis Portland Tipe II digunakan untuk pemakaian yang membutuhkan ketahanan terhadap sulfat dan panas hidrasi sedang. OPC Tipe II biasanya diaplikasikan pada bangunan yang letaknya di pinggir laut, tanah rawa, dermaga, saluran irigasi dan bendungan. Adapun sertifikat produk penggunaan tanda SNI Nomor 014/BPPI/ BIPASERT.2/03/2018 tipe/jenis produk Ordinary Portland Cement (OPC) Tipe I dan tipe II berlaku mulai 22 maret 2018 sampai dengan 21 Maret 2022 . Portland Type II is used for applications that require resistance against sulfate and moderate hydration heat. The OPC Type II is usually applied on buildings that are situated on the seashore, marshland, docks, irrigation canals and dams. The use of product certificate SNI logo No. 014/BPPI/BIPASERT.2/03/2018 for Ordinary Portland Cement (OPC) Type I and Type II and Type II is valid from 22 March 2018 until 21 March 2022.
Ordinary Portland Cement (OPC) Tipe V	Jenis Portland Tipe V digunakan untuk pemakaian yang membutuhkan ketahanan terhadap sulfat yang tinggi. OPC Tipe V biasanya diaplikasikan pada bangunan konstruksi di bawah air, pelabuhan, terowongan, kawasan tambang, bangunan Instalasi Pengolahan Air Limbah (IPAL) dan <i>project geothermal</i> . Adapun sertifikat produk penggunaan tanda SNI Nomor 042/BPPI/BaristandPalembangSERT.2/07/2018 tipe/jenis produk Semen Portland Tipe V berlaku mulai 17 Juli 2018 sampai dengan 16 Juli 2022. Portland Type V is used for applications that require resistance against high sulfate. The OPC Type V is usually applied in construction buildings situated underwater, in ports, tunnels, mining areas, Waterwaste Management Installation buildings and in geothermal projects. The use of product certificate SNI logo No. 042/BPPI/Baristand Palembang SERT.2/07/2018 for Portland Cement (OPC) Type V is valid from 17 July 2018 until 16 July 2022.
Portland Composite Cement (PCC)	Jenis PCC ditujukan untuk pemakaian secara umum dan untuk semua mutu beton. Selain itu, juga digunakan untuk struktur bangunan bertingkat sampai dengan gedung bertingkat tinggi, struktur bangunan di tepi pantai dan bangunan pada tanah rawa/tanah beresam, struktur jembatan dan jalan beton, struktur bangunan irigasi, bata beton (<i>paving block</i>), genteng beton, beton pracetak dll dan pengerjaan pasangan bata, plesteran dan acian. PCC mempunyai keunggulan karena memiliki panas hidrasi lebih rendah sehingga akan lebih mudah dalam proses pengerjaan dan dapat menghasilkan permukaan beton serta plester yang lebih rapat dan halus. PCC juga memiliki daya rekat yang kuat, kepadat air dan kekuatan tekan yang baik. Adapun sertifikat produk penggunaan tanda SNI No.12/BPPI/Baristand-Palembang/MS.1/V/2021 tipe/jenis produk Portland Komposit berlaku mulai 31 Mei 2021 sampai dengan 18 Juni 2025. PCC type is used for general purposes and for concrete of all qualities. It is also used for multistorey up to high-rise buildings, building structures in seafont areas and buildings on swamp/acidic soil, concrete bridge and road structures, irrigation building structures, paving blocks, concrete roof tiles, precast concrete etc and works on brick coupling and plastering. The PCC has its advantages as it has lower hydration heat so that it is easier to work with and can produce denser and smoother concrete and plaster surfaces. PCC is also water resistant and has strong adhesion as well as good compressive strength. The use of product certificate SNI logo No.12/BPPI/Baristand-Palembang/MS.1/V/2021 for Portland Composite is valid from 31 May 2021 until 18 June 2025.



Baturaja Mortar

Semen Mortar atau yang lebih dikenal dengan Baturaja Mortar merupakan jenis produk semen instan milik Perseroan yang diformulasikan dengan fungsi dan kegunaan spesifik. Penggunaan Baturaja Mortar sangat mudah karena penggunaannya tidak perlu penambahan material lain, tapi dapat langsung diaplikasikan hanya dengan menambahkan air secukupnya. Semen instan ini dapat menjadi bahan bangunan alternatif pengganti adukan semen-pasir konvensional. Kelebihan dari penggunaan mortar yaitu aplikasi lebih tipis, sehingga lebih hemat pemakaian, serta menggunakan aditif khusus untuk meningkatkan kualitas.

Baturaja Mortar memiliki banyak keunggulan karena lebih praktis, berkualitas dan efisien. Produk ini terdiri dari 5 (lima) varian: perekat keramik, pasangan bata dan plesteran, pasangan bata ringan, acian abu-abu dan acian putih yang tersedia dalam kemasan zak 40 kilogram dan 25 kilogram.

1. Mortar perekat keramik merupakan jenis semen perekat instan untuk keramik, granit, marmer, mosaik, dan batu alam pada lantai maupun dinding. Mortar perekat keramik memiliki daya rekat kuat, praktis, hemat, dapat diaplikasikan untuk bidang yang tidak rata
2. Mortar pasangan bata dan plesteran merupakan jenis semen perekat instan untuk pemasangan bata merah dan plesteran pada dinding bata serta beton. Mortar pasangan bata dan plesteran memiliki daya rekat kuat, praktis, hemat, dapat dilakukan pengacian setelah 5 (lima) jam.
3. Mortar pasangan bata ringan merupakan jenis semen perekat instan untuk pemasangan bata ringan. Mortar pasangan bata ringan memiliki daya rekat kuat, praktis, hemat, dapat dilakukan plester setelah 24 jam.
4. Mortar acian merupakan jenis semen acian instan untuk permukaan dinding plester, konkret serta dapat diaplikasikan untuk keperluan *indoor*. Mortar acian menghasilkan acian yang halus, mencegah adanya retak rambut, memiliki daya rekat yang baik, praktis, hemat, efisien dan dapat langsung di cat setelah 24 jam.
5. Mortar acian putih merupakan jenis semen acian instan untuk permukaan dinding plester, konkret serta dapat diaplikasikan untuk keperluan *indoor* maupun *outdoor*. Mortar acian putih menghasilkan acian yang halus, mencegah adanya retak rambut, memiliki daya rekat yang baik, praktis, hemat, efisien dan dapat langsung di cat setelah 24 jam.

Baturaja Mortar

Mortar Cement, as known as Baturaja Mortar is the Company's instant cement product especially formulated for specific functions and uses. The use of Baturaja Mortar is very easy because it does not require any additional material, just simply mix cement with adequate water and directly apply. This instant cement may be used as alternative building material to replace the conventional cement-sand mix. The advantage of using the mortar is its thin application, so that it is more efficient in use, and the use of special additive to improve the quality.

Baturaja Mortar has many advantageous qualities as it is practical, good quality and efficient. Baturaja Mortar consists of 5 (five) variants such as ceramic adhesion, brick and plaster couple, light brick couple, grey cladding and white Cladding available in packaging of 40 and 25-kilogram sack.

1. The ceramic-adhesive mortar is an instant adhesive type of cement for use with ceramic, granite, marble, mosaic and natural stone on floors and walls. This type of mortar has strong adhesive quality, practical, efficient, and can be applied to coarse surface.
2. The brick and plaster couple mortar is an instant adhesive cement for use in installing red bricks and plasters on brick or concrete walls. This type of mortar has strong adhesive quality, practical, efficient and can be followed with cladding after 5 (five) hours of its application.
3. The light brick couple mortar is an instant adhesive cement for use in installing light bricks. This type of mortar has strong adhesive trait, practical, efficient and can be followed with plaster after 24 hours of its application.
4. Cladding mortar is an instant cladding cement type used for plastered or concrete wall surface, and may be applied for indoor purposes. Use of this type of cement results in smooth cladding, preventing fine cracks, and has good adhesive trait, practical, efficient and may be followed with painting after 24 hours of its application.
5. The white cladding mortar is an instant cladding cement for use on plastered or concrete surface walls, and may applied for both indoor and outdoor use. This type of mortar produces fine cladding surface, prevent fine cracks, has good adhesive trait, practical, efficient, efficient and may followed with painting after 24 hours of its application.

Bidang Usaha

Line of Business

White Clay

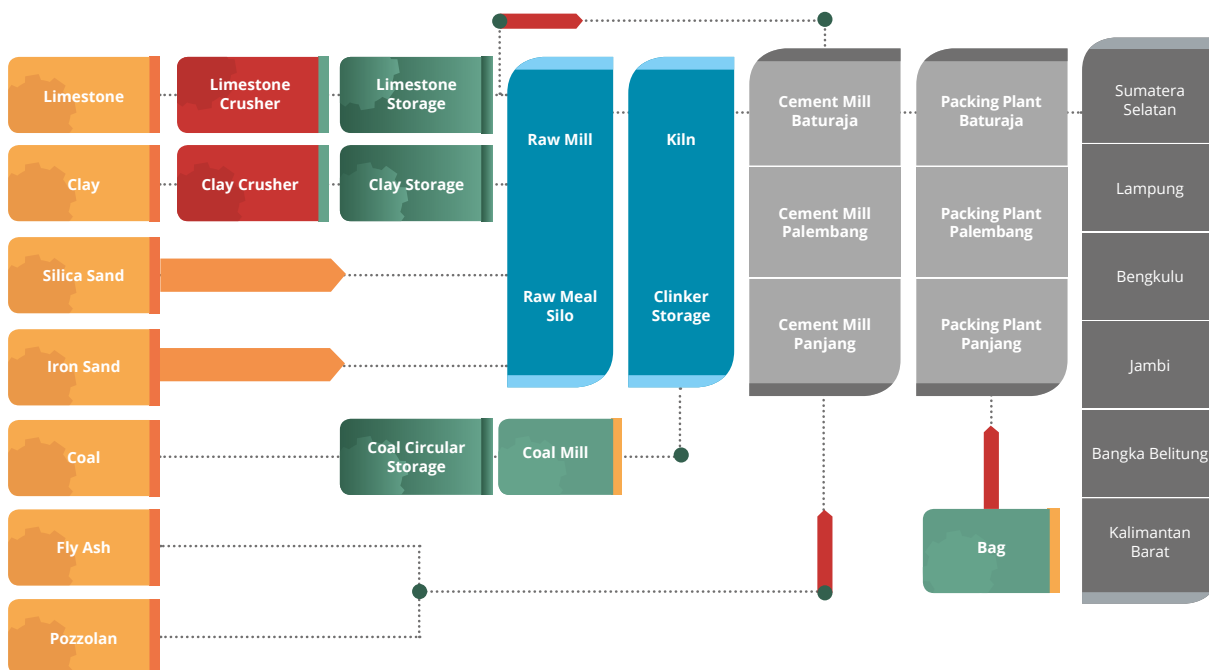
White Clay atau Tanah Liat Putih merupakan salah satu produk turunan yang dihasilkan oleh Perseroan. White Clay diperoleh langsung dari proses penambangan di area milik Perseroan dan digunakan sebagai salah satu bahan dalam proses pembuatan keramik dan pupuk NPK.

White Clay

White Clay is one of the derivative products manufactured by the Company. White Clay is obtained directly from the mining processing in areas owned by the Company and it is one of the materials used in ceramic and NPK fertilizer production process.

Proses Pembuatan Semen

Cement Production Process



Bagan di atas menjelaskan proses pembuatan semen yang diterapkan oleh Semen Baturaja. Berikut adalah penjelasan beberapa proses penting dalam pembuatan semen.

The above chart explains the process of producing cement applied in Semen Baturaja. Following are details that describe several important processes in manufacturing cement.

Tahapan Stage	Penjelasan Description
Quarry	Tahap pertama dari pembuatan semen ialah melakukan penambangan batu kapur dan tanah liat sebagai bahan baku utama di <i>quarry</i> milik Perseroan. Penambangan batu kapur dilakukan dengan cara peledakan dan <i>surface miner</i>, sedangkan untuk memperoleh tanah liat dilakukan dengan cara pengerukan. Selanjutnya batu kapur dan tanah liat diangkut ke <i>crusher</i> dengan <i>dump truck</i>. The first stage in cement production is the mining of limestone and clay used as the main raw materials used in the Company's quarry. Limestone mining is carried out by use of explosives and by means of surface miner, while dredging is used to collect clay. Collected limestone and clay are then transported to the crusher by use of dump trucks.
Crusher	Di tahap ini, batu kapur dan tanah liat mengalami pengecilan ukuran sampai dengan 8 cm untuk kemudian disimpan di <i>stock pile (storage)</i>. At this stage, the limestone and clay are reduced in size down to 8 cm to be stored in the stock pile (storage).
Storage	Hasil dari proses penambangan, yakni batu kapur dan tanah liat ditampung dalam <i>storage</i> untuk selanjutnya dilakukan proses prehomogenisasi yang disebut <i>reclaimer</i>. Proses prehomogenisasi di <i>reclaimer</i> adalah proses yang sangat penting untuk menjamin kualitas dari produk yang dihasilkan baik dari raw meal hingga produk akhir yaitu semen. Materials resulted from the mining process, namely the limestone and clay, are kept in the storage prior to the pre-homogenization process called reclaimer. The pre-homogenization process in the reclaimer is a very important process to ensure quality products manufactured from the raw meal up to the end product as cement.



Tahapan Stage	Penjelasan Description
Raw Mill	Batu kapur dan tanah liat yang ada di <i>stock pile</i>, kemudian dimasukkan ke dalam raw mill ditambahkan pasir besi dan pasir silika untuk digiling dan dikeringkan menjadi raw meal. Raw meal atau tepung baku adalah bahan baku untuk pembuatan terak (<i>clinker</i>). Raw meal memiliki tekstur seperti <i>powder</i> yang fisiknya mempunyai kehalusan tertentu. Raw meal mempunyai sifat fisika dan sifat kimia tertentu yang dijadikan parameter kontrol kualitas produk. Sifat kimia digunakan sebagai pengatur proporsi bahan-bahan yang diumpankan ke dalam proses. Raw meal dihasilkan dari sebuah sistem peralatan yaitu raw mill <i>plant</i> yang terdiri dari alat-alat utama, sistem transportasi dan alat-alat separasi untuk kemudian disimpan di raw meal silo. The limestone and clay from the stockpile are then placed into the raw mill, added on with iron sand and silica sand, to be milled and dried into raw meal. The raw meal or raw flour is the raw material used for the manufacturing of clinker. Raw meal has a powder-like texture with certain physical refined smoothness. The certain traits of the raw meal's physical and chemical properties are used as product quality control parameters. The chemical properties are used to regulate the proportion of materials that is fed into the process. The raw meal is produced from an equipment system, namely the Raw Mill Plant, consisting of the main equipment, transport system and separation tools, and then stored in the raw meal silo.
Kiln	Raw meal yang sudah jadi dan disimpan dalam CF Silo digunakan sebagai umpan <i>kiln</i> (<i>kiln feed</i>) yang mengalami beberapa tahap proses sebelum akhirnya menjadi terak, yakni melalui sistem pendinginan dan alat transportasi untuk disimpan di silo terak. Dalam tahap ini, terjadi proses pembakaran yang menggunakan bahan bakar batu bara, yang telah digiling dan dikeringkan melalui <i>coal mill</i>. Sebagian terak digunakan oleh <i>cement mill</i> Baturaja dan juga <i>cement mill</i> di Palembang dan Panjang. Terak untuk <i>Cement mill</i> di Palembang diangkut dengan kereta api dan truk sedangkan terak untuk <i>cement mill</i> di Panjang menggunakan angkutan truk untuk diproses menjadi semen curah. The produced raw meal stored in the CF Silo is used as kiln feed, which undergoes several stages of process prior to eventually become clinker, and through the cooling system and transport apparatus to be stored in the clinker silo. At this stage, a combustion process occurs using coal fuel which has been milled and dried through the coal mill. The clinker is partly used by Baturaja, Palembang and Panjang cement mills. The cement mill in Palembang is transported by train and trucks, while cement mill in Panjang is transported by trucks for processing into bulk cement.
Cement Mill	Terak yang dikirim dari Silo Terak Baturaja digiling di <i>cement mill</i> dengan menambahkan <i>gypsum</i> dan bahan ketiga. Material ini bersama-sama diumpankan ke <i>cement mill</i> kemudian mengalami proses penggilingan dengan produk akhir berupa semen OPC Tipe I dan PCC. Sementara itu, untuk memproduksi jenis OPC tipe II dan OPC tipe V, terak hanya digiling dengan <i>gypsum</i>. Setelah didapat semen yang berkualitas maka semen tersebut disimpan melalui silo semen kemudian dipindahkan ke bin semen melalui <i>air slide</i>, <i>belt conveyor</i>, dan <i>vibrating screen</i>. Keluaran dari silo semen berupa semen curah, yang sebagian dijual dalam bentuk semen curah dengan alat transportasi berupa mobil kapsul dan gerbong kereta kapsul ke Palembang, Baturaja, dan Lampung dan sebagian dikemas di Packing Plant. Clinker, transported from the Clinker Silo Baturaja, is grinded in the cement mill by adding gypsum and a third material. This material is simultaneously fed into the cement mill for grinding process until the end product OPC cement Type I and PCC. Meanwhile, to produce OPC Type II and OPC Type V, clinker is milled only with gypsum. When quality cement is obtained, the cement is then stored in a cement silo and transferred to the cement bin through a water slide, conveyor belt and vibrating screen. Output from the cement silos is in the form of bulk cement, partly to be sold in the form of bulk cement by means of mobile-capsule and carriage-capsule transport (isotank) to Palembang, Baturaja, and Lampung and partly to be packed at Packing plant.
Packing Plant	Packing plant adalah sebuah kombinasi mesin dari alat angkut sampai ke <i>packer</i>. <i>Packer</i> berfungsi untuk melakukan pembungkusan atau pengepakan semen bungkus atau zak sesuai timbangan berat yang ditetapkan. <i>Packer</i> merupakan unit terakhir dari proses produksi dari suatu pabrik semen di mana produk <i>packer</i> yang telah dikemas berupa semen zak 50 kg dan <i>big bag</i> 1 ton dipasarkan di Sumatera Selatan, Lampung, Bengkulu, Jambi, Bangka Belitung, dan Kalimantan Barat. Packing plant is a combination of machinery apparatus consisting of transport tools up to the packer unit. The packer functions to wrap or pack cement in packs or sacks with fixed scaled weight. Packer is the last unit in the cement plant's production process where the packer products come in the form 50-kg cement sacks and 1-ton big bags to be distributed in South Sumatera, Lampung, Bengkulu, Jambi, Bangka Belitung, and West Kalimantan.

Visi dan Misi

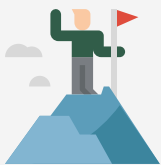
Vision and Mission



Visi Vision

Menjadi *Green Cement Based Building Material Company* terdepan di Indonesia

To Become a Leading Green Cement-Based Building Material Company in Indonesia.



Misi Mission

- Kami adalah penyedia bahan bangunan berbasis semen kebanggaan nasional.
 - Kami menyediakan produk yang berkualitas, ramah lingkungan dan pasokan yang berkelanjutan.
 - Kami menjamin kepuasan pelanggan dengan mengutamakan pelayanan prima.
 - Kami berkomitmen membangun negeri untuk Indonesia yang lebih baik.
-
- We are provider of cement-based building materials of national pride
 - We provide products of quality, environmentally friendly and sustainable supply
 - We guarantee customer satisfaction by prioritizing service of excellence
 - We are committed to building the nation for a better Indonesia



Review Visi dan Misi

Vision and Mission Review

Dewan Komisaris dan Direksi melakukan revaluasi terhadap visi dan misi Perseroan yang dituangkan dalam penyusunan RJPP 2020-2024. Visi dan Misi yang sudah ada selalu dievaluasi pencapaiannya setiap tahun. Hingga pada tahun 2021, melalui rapat kerja terbatas manajemen dengan agenda pembahasan revisi RKAP 2021 tanggal 22 April 2021 & persetujuan revisi RKAP No. S-09/DK-SB/IV/2021 tanggal 27 April 2021 bahwa visi dan misi Perseroan masih sejalan dengan arah pertumbuhan dan pengembangan Perseroan ke depan karena di dalamnya mencakup sasaran, strategi, kebijakan dan program kerja Perseroan untuk satu tahun ke depan.

The Board of Commissioners and the Board of Directors reviewed the Company's vision and mission as depicted in composing the Corporate Long-Term Plan (RJPP) 2020-2024. Existing Vision and Mission are always reviewed over the achievements attained each year. Up until the year 2021, through management closed working-meetings with the agenda to discuss revisions of the 2021 Corporate Work Plan and Budget (RKAP) of 22 April 2021 and approval to the revised RKAP No. S-09/DK-SB/IV/2021 of 27 April 2021, the Company vision and mission are still in line with the direction of the Company's future growth and development as they embeds the Company's targets, strategies, policies and work programs for the upcoming year ahead.

Nilai Budaya Semen Baturaja

Corporate Value of Semen Baturaja

Kementerian Badan Usaha Milk Negara (BUMN) menetapkan AKHLAK sebagai *core value* yang ditetapkan untuk menjadi panduan dalam bekerja secara benar. Oleh karena itu Perseroan secara resmi menginternalisasi budaya AKHLAK. Kebijakan ini juga sebagai bentuk komitmen Perseroan dalam mewujudkan transformasi sumber daya manusia berdaya saing di BUMN yang siap menjadi pemain global dan menciptakan BUMN sebagai wadah untuk menciptakan talenta terbaik, maka BUMN perlu memiliki nilai-nilai utama (*core values*).

Penerapan nilai tersebut sesuai dengan yang dicanangkan oleh Kementerian BUMN melalui surat Edaran Menteri BUMN Nomor SE-7/MBU/07/2020 tentang Nilai-nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara. Nilai-nilai tersebut menjadi identitas dan perekat budaya kerja yang mendukung peningkatan kinerja secara berkelanjutan.

Perseroan telah melakukan sosialisasi nilai-nilai utama tersebut melalui berbagai media yang dimiliki Perseroan seperti: portal intranet Perseroan, situs *web* Perseroan, media sosial Perseroan, pemasangan *banner* di tempat-tempat strategis di Perseroan, membuat *culture campaign* dengan pemutaran *corporate culture* video pada televisi di lobi kantor.

Bagi Perseroan, budaya perusahaan yang kuat sangat diperlukan sebagai pembentuk fondasi bagi sumber daya manusia dalam melaksanakan seluruh aktivitas perusahaan. PT Semen Baturaja (Persero) Tbk sebagai Badan Usaha Milik Negara (BUMN) memiliki 6 (enam) nilai budaya (*core value*), yaitu "AKHLAK" dengan uraian sebagai berikut:

The Ministry of State-Owned Enterprises (BUMN) set "AKHLAK" as the core value to correctly guide the Company's operations. For this reason, the Company officially carries out internalization of the AKHLAK culture. This policy also serves as the Company's commitment to actualize the transformation of competitive human resources of BUMN that are ready to be global players and help create BUMN as the place to create the best talents, and thus BUMN must retain core values.

Implementing such values is in line with the directive set forth by the BUMN Ministry through the Circulation Letter of BUMN Minister No. SE-7/MBU/07/2020 on the Core Values of BUMN Human Resources. These values have become the identity and the elements that glue the working culture which support sustainable performance improvement.

The Company has carried out socialization process of these core values through various media available in the Company such as the intranet portal, website, social media, banner placement in strategic spots, culture campaign through television relay of the corporate value video in office lobbies.

For the Company, a very solid corporate culture is necessary to form the foundation for the human resources to conduct all company activities. PT Semen Baturaja (Persero) Tbk as a BUMN has 6 (six) core values, namely "AKHLAK" as explained below.



Amanah | Trustworthy

Kami memegang teguh kepercayaan yang diberikan

- Memenuhi janji dan komitmen
- Bertanggung jawab atas tugas, keputusan dan tindakan yang dilakukan
- Berpegang teguh kepada nilai moral dan etika

Firmly hold the trust bestowed upon us

- Fulfill the promises and commitments we make
- Responsible for the duties, decisions and actions undertaken
- Firmly hold moral and ethical values



Kompeten | Competent

Kami terus belajar dan mengembangkan kapabilitas

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah
- Membantu orang lain belajar
- Menyelesaikan tugas dengan kualitas terbaik

Continuously learning and developing our capabilities

- Improve self competencies to adhere to ever-changing challenges
- Help others to learn
- Complete tasks in the best quality



Harmonis | Harmonious

Kami saling peduli dan menghargai perbedaan

- Menghargai setiap orang, apa pun latar belakangnya
- Suka menolong orang lain
- Membangun lingkungan kerja yang kondusif

Caring for one another and respect diversity

- Respect each individual regardless of background
- Keen on helping others
- Foster a conducive working environment

Nilai Budaya Semen Baturaja

Corporate Value of Semen Baturaja



Loyal | Loyal

Kami berdedikasi dan mengutamakan kepentingan bangsa dan negara

- Menjaga nama baik sesama karyawan, pimpinan, BUMN dan Negara
- Rela berkorban untuk mencapai tujuan yang lebih besar
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika

Dedicated and prioritize the interests of the nation and the state

- Maintain good reputation of fellow employees, leaders, BUMN and the State
- Willing to sacrifice for achieving bigger goals
- Obey the leaders as long as it does not conflict with the laws and ethics



Adaptif | Adaptive

Kami terus berinovasi dan antusias dalam mengerjakan ataupun menghadapi perubahan

- Cepat menyesuaikan diri untuk menjadi lebih baik
- Terus menerus melakukan perbaikan mengikuti perkembangan teknologi
- Bertindak proaktif

Continuously innovating and are enthusiastic in mobilizing or facing change

- Quick in self-adapting to be better
- Continually make improvements to keep up with technology development
- Proactive



Kolaboratif | Collaborative

Kami membangun kerja sama yang sinergis

- Memberi kesempatan pada semua pihak untuk berkontribusi
- Terbuka dalam bekerja sama untuk menghasilkan nilai tambah
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama

Cultivate joint cooperation in synergy

- Provide opportunities to all parties to contribute
- Open to working together to achieve added value
- Mobilize the utilization of various resources for common goals



Budaya perusahaan (*corporate culture*) merupakan falsafah, nilai dan norma-norma yang dijunjung oleh semua unsur dalam Perseroan. Skema alur pembentukan nilai hingga menghasilkan reputasi Perseroan dijelaskan melalui gambar di bawah ini.

Corporate culture is a philosophy, value and norms sustained by all elements of the Company. The flow scheme in forming value to generating the Company's reputation is explained in the diagram below.

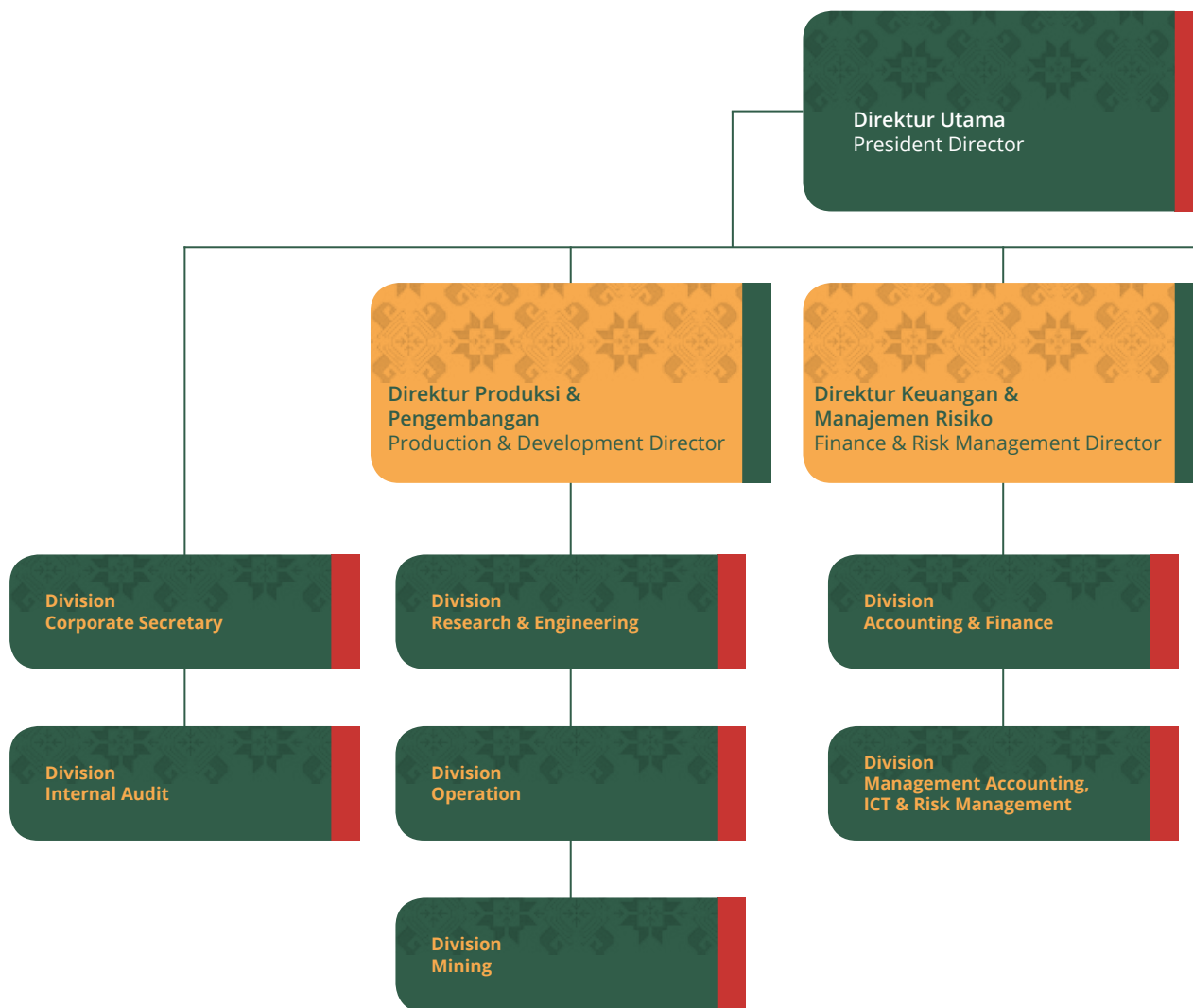


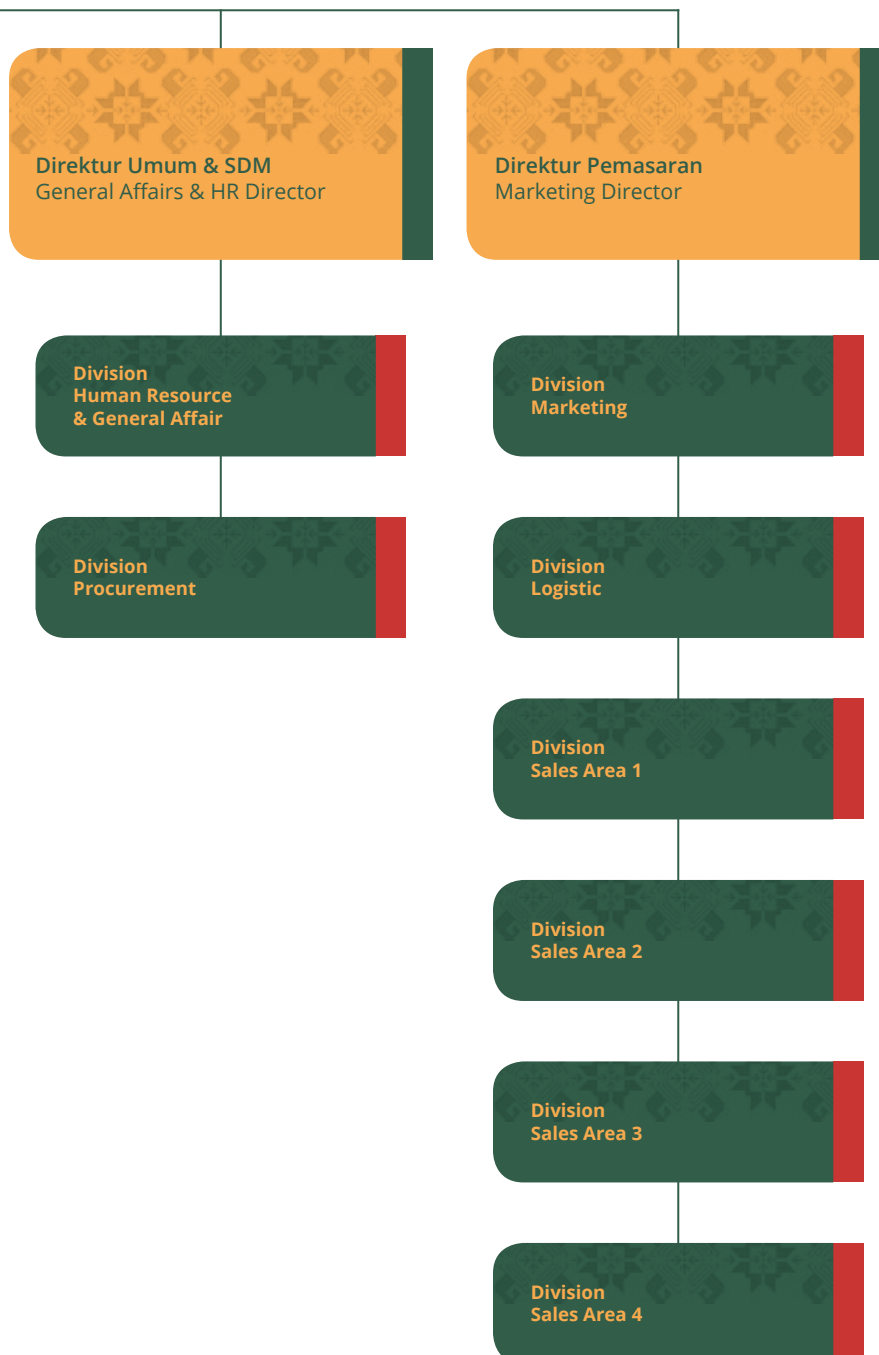
Budaya perusahaan memiliki tujuan untuk melengkapi setiap anggota atau sumber daya manusia Perseroan dengan rasa (identitas) organisasi serta menimbulkan komitmen terhadap nilai-nilai yang dianut oleh organisasi. Sesuai dengan bagan di atas, nilai-nilai yang dianut Perseroan diperkuat dengan visi, misi dan strategi Perseroan yang akan menghasilkan budaya atau proses berpikir Perseroan yang kemudian membentuk citra Perseroan dan akhirnya menghasilkan reputasi bagi Perseroan.

Corporate culture aims to complete each member or human resource of the Company with a sense of organizational identity as well as to create a commitment to the values upheld by the organization. In line with the above diagram, values upheld by the Company are strengthened by corporate vision, mission and strategies that will generate corporate culture or mindset which will in turn form corporate image and eventually result in corporate reputation.

Struktur Organisasi Perusahaan

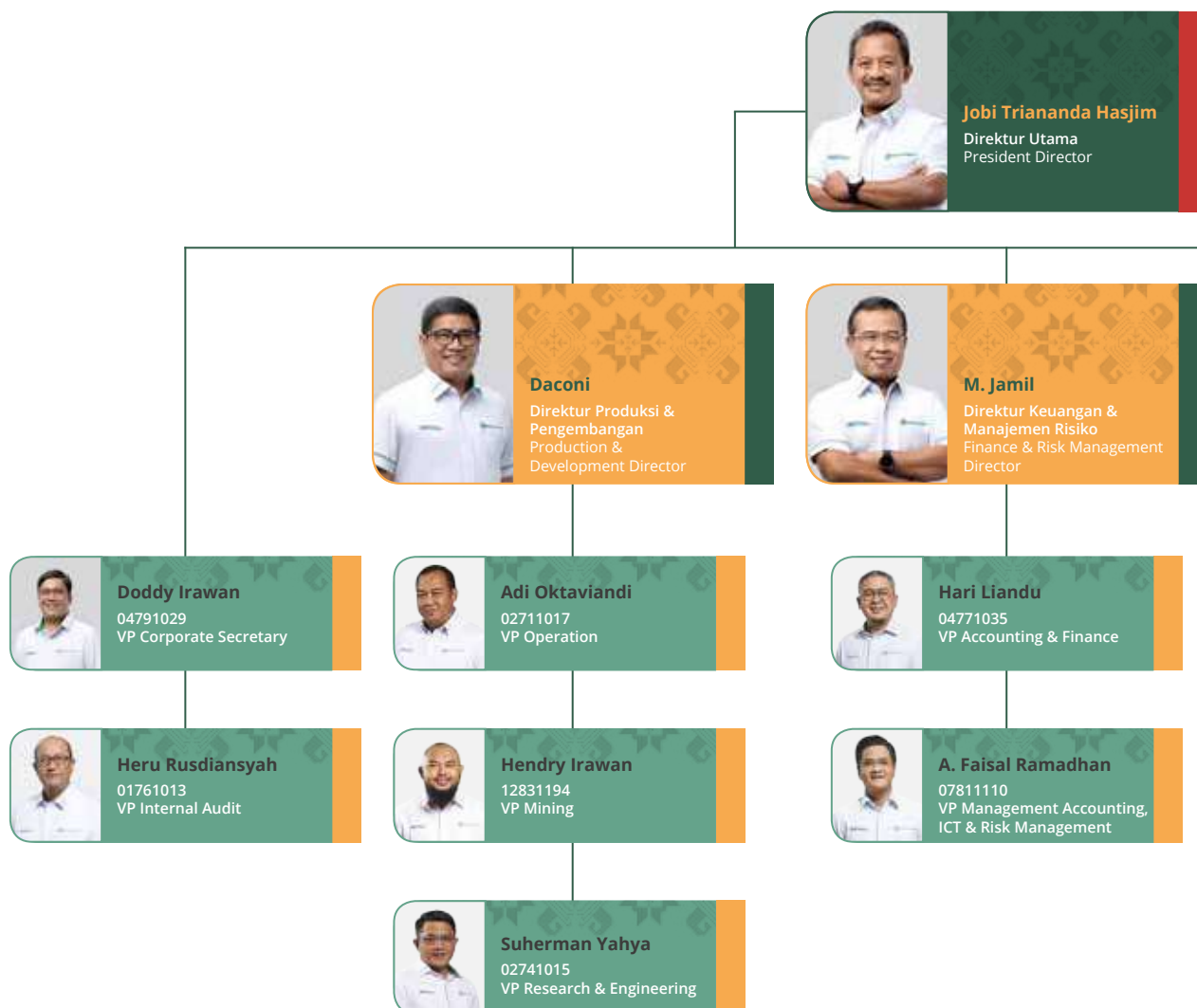
Company Organizational Structure

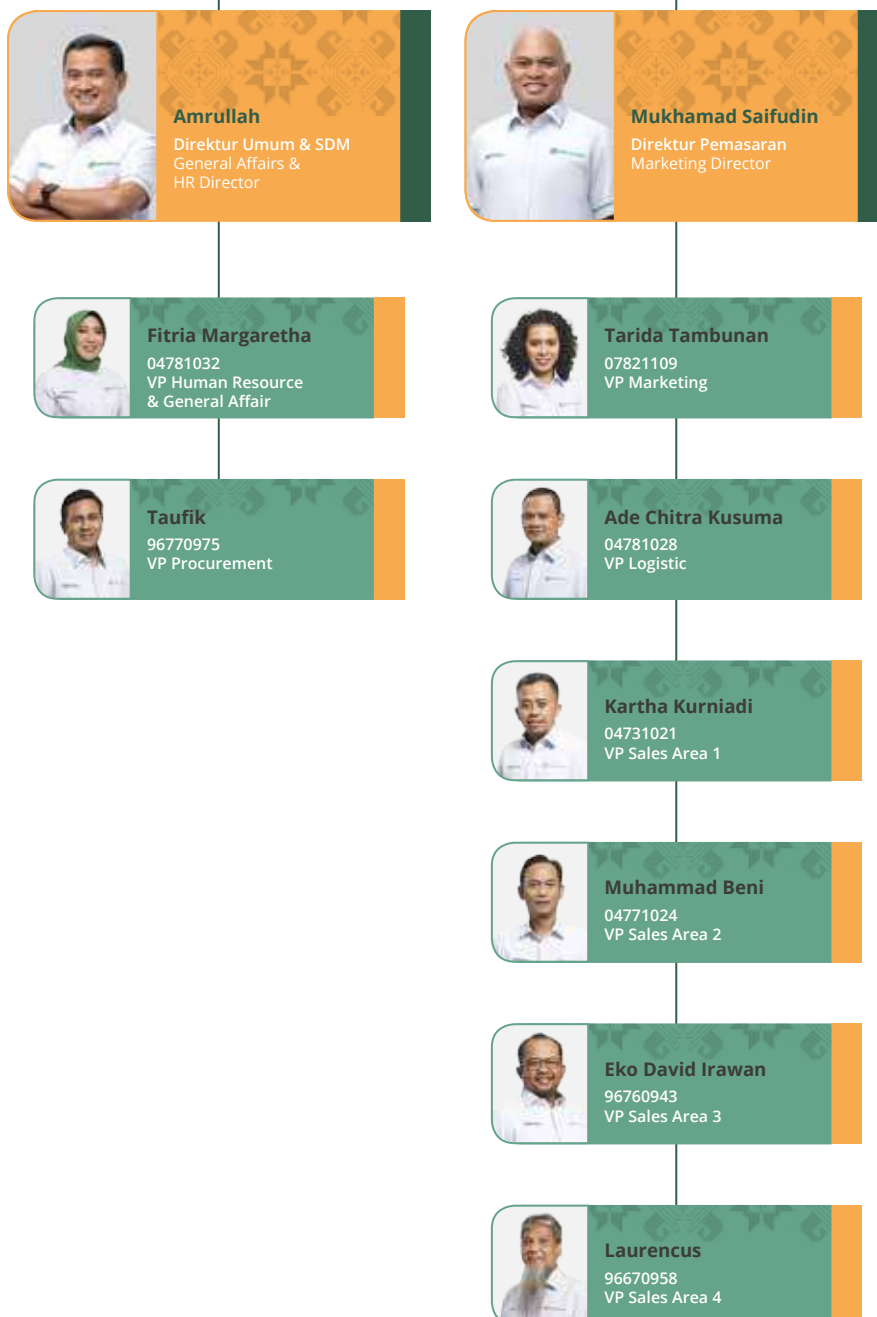




Struktur Organisasi di bawah Direksi

Organizational Structure under The Board of Directors





Struktur Organisasi di bawah Dewan Komisaris

Organizational Structure under The Board of Commissioners





Darusman Mawardi
Komisaris Independen
Independent Commissioner



Chowadja Sanova
Komisaris Independen
Independent Commissioner

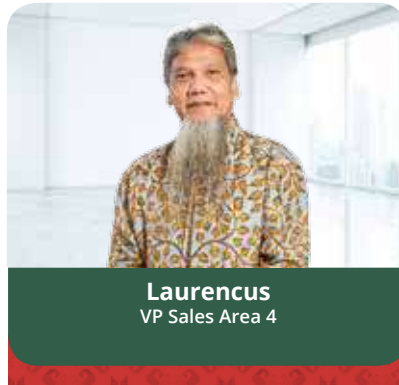
Pejabat Satu Tingkat di Bawah Direksi

Executive One Level Under The Board of Directors





Eko David Irawan
VP Sales Area 3



Laurencus
VP Sales Area 4



Ade Chitra Kusuma
VP Logistic



Yogy Alpha Mediarta
Staf Direktur Produksi & Pengembangan
Staff of Production & Development Director



Erni Kurniati
Direktur Utama Dana Pensiun Karyawan Semen
Baturaja Tk. Vice President
President Director of Semen Baturaja Employee
Pension Fund at the Level of a Vice President Officer



Basthony Santri
Direktur PT Baturaja Multi Usaha
Director of PT Baturaja Multi Usaha



Muhammad Yunus
Staf Direktur Pemasaran
Staff of Marketing Director

Profil Dewan Komisaris

Profile of The Board of Commissioners



Franciscus M.A. Sibarani

Komisaris Utama
President Commissioner

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Tangerang Selatan, Banten	South Tangerang, Banten
Usia Age	56 tahun pada akhir Tahun Buku 2021	56 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Bandung, 28 Agustus 1965	Bandung, 28 August 1965
Riwayat Pendidikan Educational Background	Sarjana Teknologi Pertanian Institut Pertanian Bogor (1988)	Bachelor's degree in Agriculture Technology from Bogor Institute of Agriculture (1988)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Komisaris Utama PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020.	First appointed as President Commissioner of PT Semen Baturaja (Persero) Tbk based on the Resolutions of the Annual GMS of 5 August 2020 as stated in the Notarial Deed of Fathiah Helmi, No. 29 dated 13 August 2020.
Rangkap Jabatan Concurrent Position	- Anggota Komite Nominasi dan Remunerasi PT Semen Baturaja (Persero) Tbk (2020 - sekarang) - Tim Ahli Menteri Koordinator Bidang Perekonomian Republik Indonesia (2019-sekarang)	- Member of the Nomination and Remuneration Committee of PT Semen Baturaja (Persero) Tbk (2020-present) - Team of Experts of the Coordinating Minister of Economic Affairs of the Republic of Indonesia (2019-present)
Pengalaman Kerja Work Experience	- Komisaris Utama PT Taspen (Persero) (2017-2020) - Kepala Badan Koordinasi Penanaman Modal (2014-2016) - Chief Corporate Affairs di PT Garudafood Putra Putri Jaya Tbk (2004-2014) - General Manager di PT Bumi Mekar Tani (Garudafood Group) (2002-2004) - Direktur PT Bedugul (Inter Sarana Globalindo Group) (1999-2002) - Senior Manager di PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989-1999)	- President Commissioner of PT Taspen (Persero) (2017-2020) - Head of the Investment Coordinating Board/BKPM (2014-2016) - Chief of Corporate Affairs of PT Garudafood Putra Putri Jaya Tbk (2004-2014) - General Manager at PT Bumi Mekar Tani (Garudafood Group) (2002-2004) - Director at PT Bedugul (Inter Sarana Globalindo Group) (1999-2002) - Senior Manager at PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989-1999)
Pendidikan dan Pelatihan Education and Training	Pendidikan dan pelatihan disampaikan pada bagian tersendiri dalam Laporan Tahunan ini.	Information on education and training is presented in a designated section within this Annual Report.
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.	No affiliation with other members of the Board of Commissioners, the Board of Directors nor the Majority/Controlling Shareholders.



Oke Nurwan

Komisaris
Commissioner

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	59 tahun pada akhir Tahun Buku 2021	59 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Bandung, 21 Juni 1962	Bandung, 21 June 1962
Riwayat Pendidikan Educational Background	Sarjana Metrology Quality dari Universitas Estimo Doual, Prancis (1993)	Bachelor's degree in Metrology Quality from Estimo Doual University, France (1993)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Komisaris PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017.	First appointed as Commissioner at PT Semen Baturaja (Persero) Tbk based on Annual GMS Resolutions dated 27 April 2017 as stated in Notarial Deed Fathiah Helmi, No. 8 dated 5 June 2017.
Rangkap Jabatan Concurrent Position	- Direktur Jenderal Perdagangan Dalam Negeri Kementerian Perdagangan (Mei 2021 – sekarang) - Sekretaris Komite Nominasi dan Remunerasi PT Semen Baturaja (Persero) Tbk (2020 – sekarang)	- Director General of Domestic Trade of the Ministry of Trade (May 2021-present) - Secretary to the Nomination and Remuneration Committee of PT Semen Baturaja (Persero) Tbk (2020 - present)
Pengalaman Kerja Work Experience	- Kepala Badan Pengkajian dan Pengembangan Perdagangan (2020 - Mei 2021) - Sekretaris Jenderal Kementerian Perdagangan (2019 - 2020) - Direktur Jenderal Perdagangan Luar Negeri (2017-2019) - Direktur Jenderal Perdagangan Dalam Negeri (2016-2017) - Sekretaris Direktorat Jenderal Perdagangan Luar Negeri (2016) - Direktur Pengamanan Perdagangan (2014-2016) - Direktur Ekspor Produk Pertanian dan Kehutanan (2014) - Direktur Pengamanan Perdagangan (2013-2014) - Atase Perdagangan Paris (2011-2013) - Atase Perdagangan Brussels (2008-2011)	- Head of Trade Analysis and Development Board (2020–May 2021) - Secretary General of the Ministry of Trade (2019-2020) - Director General of Foreign Trade (2017-2019) - Director General of Domestic Trade (2016-2017) - Secretary to the Directorate General of Foreign Trade (2016) - Director of Trade Security (2014-2016) - Director of Export of Agricultural and Forestry Products (2014) - Director of Trade Security (2013-2014) - Trade Attache in Paris (2011-2013) - Trade Attache in Brussels (2008-2011)
Pendidikan dan Pelatihan Education and Training	Pendidikan dan pelatihan disampaikan pada bagian tersendiri dalam Laporan Tahunan ini.	Information on education and training is presented in a designated section within this Annual Report.
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.	No affiliation with other members of the Board of Commissioners, the Board of Directors nor the Majority/Controlling Shareholders.

Profil Dewan Komisaris

Profile of The Board of Commissioners



Darusman Mawardi

Komisaris Independen
Independent Commissioner

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	73 tahun pada akhir Tahun Buku 2021	73 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Bukit Tinggi, 10 Oktober 1948	Bukit Tinggi, 10 October 1948
Riwayat Pendidikan Educational Background	Sarjana Teknik Mesin Institut Teknologi Bandung (1974)	Bachelor's degree in Engineering at Bandung Institute of Technology (1974)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Komisaris Independen PT Semen Baturaja (Persero) Tbk berdasarkan Surat Keputusan Menteri BUMN Nomor: SK-33/MBU/2013, tanggal 28 Januari 2013. Diangkat kembali sebagai Komisaris Independen PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 28 Februari 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 53 tanggal 28 Februari 2018.	First appointed as Independent Commissioner at PT Semen Baturaja (Persero) Tbk based on Decision Letter of the Minister of the State-Owned Enterprises (BUMN) No. SK-33/MBU/2013, dated 28 January 2013. Reappointed as Independent Commissioner at PT Semen Baturaja (Persero) Tbk based on Annual GMS Resolutions dated 28 February 2018 as stated in Notarial Deed Fathiah Helmi, No. 53 dated 28 February 2018.
Rangkap Jabatan Concurrent Position	• Anggota Komite Nominasi dan Remunerasi PT Semen Baturaja (Persero) Tbk (2020 – sekarang) • Ketua Komite Audit PT Semen Baturaja (Persero) Tbk (2017 – sekarang) • Wakil Ketua Yayasan Pengembangan Persemenan Indonesia (2016-sekarang)	• Member of the Nomination and Remuneration Committee of PT Semen Baturaja (Persero) Tbk (2020 – present) • Chairman of the Audit Committee of PT Semen Baturaja (Persero) Tbk (2017 – present) • Vice Chairman of the Indonesian Cement Development Foundation (2016-present)
Pengalaman Kerja Work Experience	• Direktur Penelitian dan Pengembangan PT Semen Tonasa (2002-2005) • Direktur Komersial PT Semen Tonasa (2002) • Komisaris PT Semen Baturaja (Persero) Tbk (2002) • Direktur Teknik PT Semen Baturaja (Persero) Tbk (1986-2002) • Kepala Departemen Litbang PT Semen Padang (1984-1986) • Kepala Proyek Indarung IIIB PT Semen Padang (1983-1986)	• Director of Research and Development at PT Semen Tonasa (2002-2005) • Director of Commerce at PT Semen Tonasa (2002) • Commissioner at PT Semen Baturaja (Persero) Tbk (2002) • Director of Engineering at PT Semen Baturaja (Persero) Tbk (1986-2002) • Head of the Research and Development Department at PT Semen Padang (1984-1986) • Head of the Indarung IIIB Project at PT Semen Padang (1983-1986)
Pendidikan dan Pelatihan Education and Training	Pendidikan dan pelatihan disampaikan pada bagian tersendiri dalam Laporan Tahunan ini.	Information on education and training is presented in a designated section within this Annual Report.
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.	No affiliation with other members of the Board of Commissioners, the Board of Directors nor the Majority/Controlling Shareholders.



Chowadja Sanova

Komisaris Independen
Independent Commissioner

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	37 tahun pada akhir Tahun Buku 2021	37 years as of end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Lhokseumawe, 16 Juli 1984	Lhokseumawe, 16 July 1984
Riwayat Pendidikan Educational Background	- Sarjana Banking and Finance dari Universitas Victoria Melbourne, Australia (2006) - Magister Manajemen dari Robert Gordon University, Aberdeen Scotland, UK (2012)	- Bachelor's degree in Banking and Finance from Victoria University, Melbourne Australia (2006) - Master's degree in Management from Robert Gordon University, Aberdeen Scotland, UK (2012)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Komisaris Independen PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 27 Mei 2021, yang dinyatakan dalam Akta Notaris Fathiah Helmi Nomor: 24 tanggal 27 Mei 2021.	First appointed as Independent Commissioner at PT Semen Baturaja (Persero) Tbk based on Annual GMS Resolutions dated 27 May 2021 as stated in Notarial Deed Fathiah Helmi, No. 24 dated 27 May 2021.
Rangkap Jabatan Concurrent Position	Ketua Komite Manajemen Risiko PT Semen Baturaja (Persero) Tbk (September 2021-sekarang)	Chairman of Risk Management Committee of PT Semen Baturaja (Persero) Tbk (September 2021-present)
Pengalaman Kerja Work Experience	- Director of Operations PT Sanjaya Cipta Sejahtera (2019-2021) - Director of Operations PT Sanjaya Energi Asri (2015-2018) - Budget and Cost Control PT Indo Gas Methan (2013-2015) - Budget and Cost Control SOEL/SMEC MEO Australia Internasional Ltd (2012-2013) - Planning Analyst BTPO/CPO, Mobil Cepu Ltd, Exxon Mobil Indonesia (2009-2011) - Financial Analyst USB GREF (Global Real Estate Facilities), Exxon Mobil Indonesia (2009-2011)	- Director of Operations of PT Sanjaya Cipta Sejahtera (2019-2021) - Director of Operations of PT Sanjaya Energi Asri (2015-2018) - Budget and Cost Control of PT Indo Gas Methan (2013-2015) - Budget and Cost Control of SOEL/SMEC MEO Australia International Ltd (2012-2013) - Planning Analyst of BTPO/CPO, Mobil Cepu Ltd, Exxon Mobil Indonesia (2009-2011) - Financial Analyst of USB GREF (Global Real Estate Facilities), Exxon Mobil Indonesia (2009-2011)
Pendidikan dan Pelatihan Education and Training	Pendidikan dan pelatihan disampaikan pada bagian tersendiri dalam Laporan Tahunan ini.	Information on education and training is presented in a designated section within this Annual Report.
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.	No affiliation with other members of the Board of Commissioners, the Board of Directors nor the Majority/Controlling Shareholders.

Profil Dewan Komisaris

Profile of The Board of Commissioners



Endang Tirtana *

Komisaris Independen
Independent Commissioner

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	40 tahun pada akhir Tahun Buku 2021	40 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Padang Balai, 9 April 1981	Padang Balai, 9 April 1981
Riwayat Pendidikan Educational Background	- Sarjana Aqidah Filsafat dari Institut Agama Islam Negeri (IAIN) Padang (2005) - Magister Ilmu Administrasi dari Universitas Krisnadwipayana (2020)	- Bachelor's degree in Aqidah Philosophy at the Institut Agama Islam Negeri/IAIN (State Islamic Institute) Padang (2005) - Master's degree in Administrative Science from Krisnadwipayana University (2020)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Komisaris Independen PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020.	First appointed as Independent Commissioner at PT Semen Baturaja (Persero) Tbk based on Annual GMS Resolutions dated 5 August 2020 as stated in Notarial Deed Fathiah Helmi, No. 29 dated 13 August 2020.
Rangkap Jabatan Concurrent Position	- Direktur Media Said Aqil Sirodj Institute (2018-sekarang) - Direktur Indonesian Watch for Democracy (2016-sekarang) - Peneliti Senior Maarif Institute For Culture and Humanity (2014-sekarang) - Wakil Direktur INTRANS (Institute For Transformation Studies) (2014 -sekarang) - Ketua Komite Nominasi dan Remunerasi PT Semen Baturaja (Persero) Tbk (2020-2021)	- Director of Media of Said Aqil Sirodj Institute (2018-present) - Director of the Indonesian Watch for Democracy (2016-present) - Senior Researcher at Maarif Institute For Culture and Humanity (2014-present) - Deputy Director of INTRANS (Institute For Transformation Studies) (2014 -present) - Chairman of the Nomination and Remuneration Committee of PT Semen Baturaja (Persero) Tbk (2020-present)
Pengalaman Kerja Work Experience	Pimpinan Pusat Muhammadiyah, Lembaga Hikmah dan Kebijakan Publik (2010-2015)	Muhammadiyah Central Leadership, Institute of Wisdom and Public Policy (2010-2015)
Pendidikan dan Pelatihan Education and Training	Pendidikan dan pelatihan disampaikan pada bagian tersendiri dalam Laporan Tahunan ini.	Information on education and training is presented in a designated section within this Annual Report.
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.	No affiliation with other members of the Board of Commissioners, the Board of Directors nor the Majority/Controlling Shareholders.

* menjabat hingga 29 Desember 2021 | serving until December 29, 2021



Profil Direksi

Profile of The Board of Directors



Jobi Triananda Hasjim

Direktur Utama
President Director

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	57 tahun pada akhir Tahun Buku 2021	57 years as of end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Bandung, 6 April 1964	Bandung, 6 April 1964
Riwayat Pendidikan Educational Background	- Sarjana Teknik Mesin dari Universitas Trisakti (1988) - Master Mechanics of Material dari University of Strathclyde Skotlandia (1995)	- Bachelor's degree in Mechanical Engineering from Trisakti University (1988) - Master's degree in Mechanics of Material from the University of Strathclyde Scotland (1995)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Utama PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 01 tanggal 1 November 2018.	First appointed as President Director of PT Semen Baturaja (Persero) Tbk based on the Extraordinary General Meeting of Shareholders dated 25 October 2018 as stated in Notarial Deed of Fathiah Helmi No. 01 dated 1 November 2018.
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	- Direktur Utama PT Perusahaan Gas Negara (2017-2018) - Direktur Utama PT Rekayasa Industri (2016-2017) - Direktur Pengusahaan PT Perusahaan Gas Negara (2012-2016) - Direktur Teknologi & Pengembangan PT Perusahaan Gas Negara (PGN) (2011-2012)	- President Director of PT Perusahaan Gas Negara (2017-2018) - President Director of PT Rekayasa Industri (2016-2017) - Director of Commercialization of PT Perusahaan Gas Negara (2012-2016) - Director of Technology & Development of PT Perusahaan Gas Negara (2011-2012)
Pendidikan dan Pelatihan Education and Training	Pendidikan dan pelatihan disampaikan pada bagian tersendiri dalam Laporan Tahunan ini.	Information on education and training is presented in a designated section within this Annual Report.
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.	No affiliation with other members of the Board of Commissioners, the Board of Directors nor the Majority/Controlling Shareholders.

Profil Direksi

Profile of The Board of Directors



Mukhamad Saifudin

Direktur Pemasaran
Director of Marketing

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	51 tahun pada akhir Tahun Buku 2021	51 years as of end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Gresik, 26 April 1970	Gresik, 26 April 1970
Riwayat Pendidikan Educational Background	- Sarjana Teknik Mesin dari Institut Teknologi Bandung (1993) - Magister Manajemen dari Universitas Gadjah Mada (2002)	- Bachelor's degree in Engineering from Bandung Institute of Technology (1993) - Master's degree in Management from Gadjah Mada University (2002)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Pemasaran PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020.	First appointed as Director of Marketing of PT Semen Baturaja (Persero) Tbk based on the Annual General Meeting of Shareholders Resolutions dated 5 August 2020 as stated in Notarial Deed of Fathiah Helmi No. 29 dated 13 August 2020.
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	- Direktur Utama PT Semen Gresik (2018-2020) - Direktur Komersial PT Semen Gresik (2015-2018) - CEO Thang Long Cement Company (TLCC) Vietnam (2014-2015) - Production Director TLCC (2013) - General Manager of Central Design and Engineering, General Manager of Procurement, Logistics and Warehouse – New Plant Project Tuban IV (2010-2012) - Ahli Utama - II Direktorat Keuangan "Project Manager Pengembangan Semen Gresik Group ICT Master Plan" (2008-2010) - Kepala Divisi Sistem Informasi "Project Manager Pengembangan Semen Gresik Group ICT Master Plan" (2006-2008) - Pjs Kepala Bagian Perencanaan Teknik "Productive Maintenance (TPM) Master Plan" Semen Gresik Group (2003-2006)	- President Director of PT Semen Gresik (2018-2020) - Director of Commerce of PT Semen Gresik (2015-2018) - CEO of Thang Long Cement Company (TLCC) Vietnam (2014-2015) - Production Director of TLCC (2013) - General Manager of Central Design and Engineering, General Manager of Procurement, Logistics and Warehouse – New Plant Project Tuban IV (2010-2012) - Main Expert – II Finance Directorate "Project Manager of Development of Semen Gresik Group ICT Master Plan" (2008-2010) - Head of Information Division "Project Manager of Development of Semen Gresik Group ICT Master Plan" (2006-2008) - Officer Ad-Interim as Head of Technical Planning Section "Productive Maintenance (TPM) Master Plan" of Semen Gresik Group (2003-2006)
Pendidikan dan Pelatihan Education and Training	Pendidikan dan pelatihan disampaikan pada bagian tersendiri dalam Laporan Tahunan ini.	Information on education and training is presented in a designated section within this Annual Report.
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.	No affiliation with other members of the Board of Commissioners, the Board of Directors nor the Majority/Controlling Shareholders.



Daconi

Direktur Produksi dan Pengembangan
Director of Production and Development

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Bandar Lampung	Bandar Lampung
Usia Age	50 tahun pada akhir Tahun Buku 2021	50 years as of end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Tanjung Karang, 14 Juni 1971	Tanjung Karang, 14 June 1971
Riwayat Pendidikan Educational Background	- Sarjana Teknik Kimia dari Universitas Gadjah Mada (1995) - Magister Manajemen dari Universitas Andalas (2009)	- Bachelor's degree in Chemical Engineering from Gadjah Mada University (1995) - Master's degree in Management from Andalas University (2009)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Produksi dan Pengembangan PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017.	First appointed as Director of Production and Development of PT Semen Baturaja (Persero) Tbk based on the Annual General Meeting of Shareholders Resolutions dated 27 April 2017 as stated in Notarial Deed of Fathiah Helmi No. 8 dated 5 June 2017.
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	- Komisaris PT Baturaja Multi Usaha (2019-2020) - Direktur Utama Klub Sepak Bola PT Kabau Sirah SP (2014-2017) - GM Produksi V PT Semen Padang (2016-2017) - GM Produksi IV PT Semen Padang (2015-2016) - GM Produksi II/III PT Semen Padang (2013-2014) - Ka. Biro Humas PT Semen Padang (2009-2012) - Ka. Biro Produksi II/III PT Semen Padang (2006-2009)	- Commissioner of PT Baturaja Multi Usaha (2019-2020) - President Director of PT Kabau Sirah SP Football Club (2014-2017) - GM Production V PT Semen Padang (2016-2017) - GM Production IV PT Semen Padang (2015-2016) - GM Production II/III PT Semen Padang (2013-2014) - Head of Public Relations Bureau of PT Semen Padang (2009-2012) - Head of Production Bureau II/III PT Semen Padang (2006-2009)
Pendidikan dan Pelatihan Education and Training	Pendidikan dan pelatihan disampaikan pada bagian tersendiri dalam Laporan Tahunan ini.	Information on education and training is presented in a designated section within this Annual Report.
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.	No affiliation with other members of the Board of Commissioners, the Board of Directors nor the Majority/Controlling Shareholders.

Profil Direksi

Profile of The Board of Directors



M. Jamil

Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	55 tahun pada akhir Tahun Buku 2021	55 years as of end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Muara Lakitan, 16 Desember 1966	Muara Lakitan, 16 December 1966
Riwayat Pendidikan Educational Background	- Sarjana Ekonomi Akuntansi dari Universitas Sriwijaya (1990) - Magister Manajemen dari Universitas Sriwijaya (2007)	- Bachelors degree in Economics/Accounting from Sriwijaya University (1990) - Master's degree in Management from Sriwijaya University (2007)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Keuangan PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 16 Mei 2019 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 54 tanggal 16 Mei 2019.	First appointed as Director of Finance of PT Semen Baturaja (Persero) Tbk based on the Annual General Meeting of Shareholders Resolutions dated 16 May 2019 as stated in Notarial Deed of Fathiah Helmi No. 54 dated 16 May 2019.
Rangkap Jabatan Concurrent Position	Komisaris PT Baturaja Multi Usaha, anak usaha PT Semen Baturaja (Persero) Tbk (2020-sekarang)	Commissioner of PT Baturaja Multi Usaha, subsidiary of PT Semen Baturaja (Persero) Tbk (2020-present)
Pengalaman Kerja Work Experience	- Direktur Pemasaran PT Semen Baturaja (Persero) Tbk (2017-2019) - Komisaris PT Bukit Pembangkit Innovative (2016-2017) - Adviser PT Asmin Bara Bronang (2016-2017) - Direktur Niaga PT Bukit Asam (Persero) Tbk (2011-2016) - Komisaris Utama PT Bukit Asam Prima (2008- 2016) - Komisaris PT Bukit Asam Banko (2008) - Komisaris Utama PT Bukit Batu Karya Bersama (2005-2007) - Senior Manajer Logistik PT Bukit Asam (Persero) Tbk (2009-2011) - Senior Manajer Akuntansi dan Anggaran PT Bukit Asam (Persero) Tbk (2007-2009) - Manajer Perencanaan dan Kendali Keuangan PT Bukit Asam (Persero) Tbk (2002-2007) - Kepala Akuntansi Manajemen PT Bukit Asam (Persero) Tbk (1999-2002) - Kepala Akuntansi Biaya PT Bukit Asam (Persero) Tbk (1997- 1999) - Tim Rencana Strategis PT Bukit Asam (Persero) Tbk (1994-1997) - Kepala Bagian Akuntansi Keuangan (1992- 1994)	- Director of Marketing of PT Semen Baturaja (Persero) Tbk (2017-2019) - Commissioner at PT Bukit Pembangkit Innovative (2016-2017) - Advisor at PT Asmin Bara Bronang (2016- 2017) - Director of Commerce of PT Bukit Asam (Persero) Tbk (2011-2016) - President Commissioner of PT Bukit Asam Prima (2008- 2016) - Commissioner at PT Bukit Asam Banko (2008) - President Commissioner of PT Bukit Batu Karya Bersama (2005-2007) - Senior Manager of Logistics at PT Bukit Asam (Persero) Tbk (2009-2011) - Senior Manager of Accounting and Budget at PT Bukit Asam (Persero) Tbk (2007-2009) - Manager of Financial Planning and Control at PT Bukit Asam (Persero) Tbk (2002-2007) - Head of Management Accounting at PT Bukit Asam (Persero) Tbk (1999-2002) - Head of Cost Accounting at PT Bukit Asam (Persero) Tbk (1997- 1999) - Strategic Planning Team at PT Bukit Asam (Persero) Tbk (1994-1997) - Head of Financial Accounting (1992-1994)
Pendidikan dan Pelatihan Education and Training	Pendidikan dan pelatihan disampaikan pada bagian tersendiri dalam Laporan Tahunan ini.	Information on education and training is presented in a designated section within this Annual Report.
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.	No affiliation with other members of the Board of Commissioners, the Board of Directors nor the Majority/Controlling Shareholders.



Amrullah

Direktur Umum dan SDM

Director of General Affairs and Human Resources

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	49 tahun pada akhir Tahun Buku 2021	49 years as of end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Karang Agung, 31 Desember 1972	Karang Agung, 31 December 1972
Riwayat Pendidikan Educational Background	- Sarjana Hukum Perdata dari Universitas Sriwijaya (1995) - Magister Manajemen dari Universitas Sriwijaya (2008)	- Bachelor's degree in Civil Law from Sriwijaya University (1995) - Master's degree in Management from Sriwijaya University (2008)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Pertama kali menjabat Direktur Umum & SDM PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017.	First appointed as Director of General Affairs & HR of PT Semen Baturaja (Persero) Tbk based on the Annual General Meeting of Shareholders Resolutions dated 27 April 2017 as stated in Notarial Deed of Fathiah Helmi No. 8 dated 5 June 2017.
Rangkap Jabatan Concurrent Position	- Ketua Dewan Pengawas Dana Pensiun Karyawan Semen Baturaja (2017-sekarang) - Komisaris PT Baturaja Daya Insani (2019 – sekarang)	- Chairman of the Board of Trustees of Employees Pension Funds of Semen Baturaja (2017-present) - Commissioner of PT Baturaja Daya Insani (2019 –present)
Pengalaman Kerja Work Experience	- Kepala Departemen SDM & Umum PT Semen Baturaja (Persero) Tbk merangkap Tim Persiapan Proyek Pembangunan BTA II (2013-2017) - Kepala Biro Hukum dan GCG PT Semen Baturaja (Persero) Tbk merangkap Tim Proyek Baturaja II (2013) - Kepala Biro SDM PT Semen Baturaja (Persero) Tbk merangkap Biro Hukum & GCG (2012- 2013) - Kepala Biro SDM & Afiliasi PT Semen Baturaja (Persero) Tbk (2007-2012)	- Head of the HR & General Affairs Department of PT Semen Baturaja (Persero) Tbk concurrently in BTA II Development Project Preparation Team (2013-2017) - Head of Legal and GCG Bureau of PT Semen Baturaja (Persero) Tbk concurrently in Baturaja II Project Team (2013) - Head of HR Bureau of PT Semen Baturaja (Persero) Tbk concurrently in Legal & GCG Bureau (2012- 2013) - Head of HR & Affiliation Bureau of PT Semen Baturaja (Persero) Tbk (2007-2012)
Pendidikan dan Pelatihan Education and Training	Pendidikan dan pelatihan disampaikan pada bagian tersendiri dalam Laporan Tahunan ini.	Information on education and training is presented in a designated section within this Annual Report.
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.	No affiliation with other members of the Board of Commissioners, the Board of Directors nor the Majority/Controlling Shareholders.

Profil Pejabat Eksekutif

Profile of Executive Officers

Nama Name	Jabatan Position	Pendidikan Terakhir Last Education	Awal Menjabat Start of Appointment
Doddy Irawan	VP Corporate Secretary	S1 Ekonomi Akuntansi Universitas Sriwijaya (2002) Bachelor's degree in Economic Accounting, Sriwijaya University (2002)	22 Oktober 2020 22 October 2020
Heru Rusdiansyah	VP Internal Audit	1. S1 - Ekonomi Akuntansi Universitas Sriwijaya (2000) 2. S2 - Manajemen Keuangan Universitas Sriwijaya (2017) 1. Bachelor's degree in Economic Accounting, Sriwijaya University (2000) 2. Master's degree in Financial Management, Sriwijaya University (2017)	15 Agustus 2018 15 August 2018
Hendry Irawan M	VP Mining	1. S1 - Teknik Pertambangan Universitas Sriwijaya (2009) 2. S2 - Teknik Pertambangan Universitas Sriwijaya (2020) 1. Bachelor's degree in Mining Engineering, Sriwijaya University (2009) 2. Master's degree in Mining Engineering, Sriwijaya University (2020)	10 Februari 2020 10 February 2020
Suherman Yahya	VP Research & Engineering	S-1 Teknik Elektro Universitas Indonesia (1999) Bachelor's degree in Electrical Engineering, University of Indonesia (1999)	18 Agustus 2021 18 August 2021
Adi Oktaviandi	VP Operation	1. S1 - Teknik Mesin Universitas Sriwijaya (1997) 2. S2 - Magister Manajemen Universitas Indo Global Mandiri (2020) 1. Bachelor's degree in Mechanical Engineering, Sriwijaya University (1997) 2. Master's degree in Management, Indo Global Mandiri University (2020)	18 Agustus 2021 18 August 2021
Hari Liandu	VP Accounting & Finance	S1 Akuntansi Universitas Jambi (2001) Bachelor's degree in Accounting, Jambi University (2001)	1 Oktober 2018 1 October 2018
A. Faisal Ramadhan	VP Management Accounting, Ict & Risk Management	S1 - Ekonomi Akuntansi Universitas Sriwijaya (2004) Bachelor's degree in Economic Accounting, Sriwijaya University (2004)	18 Agustus 2021 18 August 2021
Fitria Margaretha	VP Human Resource & General Affair	1. S1 - Ekonomi Manajemen Universitas Muhammadiyah (2001) 2. S2 - Magister Manajemen Universitas Sriwijaya (2020) 1. Bachelor's degree in Management, Muhammadiyah University (2001) 2. Master's degree in Management, Sriwijaya University (2020)	22 Oktober 2020 22 October 2020
Taufik	VP Procurement	1. S1 - Ekonomi Manajemen Sekolah Tinggi Ilmu Ekonomi Dwisakti (2009) 2. S2 - Magister Manajemen Universitas Sriwijaya (2020) 1. Bachelor's degree in Economic Management, Dwisakti Institute of Economic Science (2009) 2. Master's degree in Management, Sriwijaya University (2020)	1 Oktober 2018 1 October 2018
Tarida Tambunan	VP Marketing	S1 - Ekonomi Akuntansi Universitas Sriwijaya (2005) Bachelor's degree in Economic Accounting, Sriwijaya University (2005)	10 Februari 2020 10 February 2020
Kartha Kurniadi	VP Sales Area 1	1. S-1 Teknik Mesin Universitas Sriwijaya (1997) 2. S-2 Magister Manajemen Universitas Sriwijaya (2021) 1. Bachelor's degree in Mechanical Engineering, Sriwijaya University (1997) 2. Master's degree in Management, Sriwijaya University (2021)	18 Agustus 2021 18 August 2021
Muhammad Beni	VP Sales Area 2	1. S1 - Teknik Mesin Universitas Sriwijaya (2002) 2. S1 - Ekonomi Manajemen Sekolah Tinggi Ilmu Ekonomi Dwisakti (2012) 3. S2 - Magister Manajemen Universitas Sriwijaya (2019) 1. Bachelor's degree in Mechanical Engineering, Sriwijaya University (2002) 2. Bachelor's degree in Economic Management, Dwisakti Institute of Economic Science (2012) 3. Master's degree in Management, Universitas Sriwijaya (2019)	18 Agustus 2021 18 August 2021
Eko David Irawan	VP Sales Area 3	Sarjana Terapan Politeknik Negeri Sriwijaya (2021) Applied bachelor graduate degree, Sriwijaya State Polytechnic (2021)	18 Agustus 2021 18 August 2021
Laurencus	VP Sales Area 4	1. S1 - Teknik Industri Institut Teknologi Bandung (1997) 2. S2 - Manajemen Pemasaran Universitas Sriwijaya (2013) 1. Bachelor's degree in Industrial Engineering, Bandung Institute of Technology (1997) 2. Master's degree in Marketing Management, Sriwijaya University (2013)	18 Agustus 2021 18 August 2021
Ade Chitra Kusuma	VP Logistic	S1 Ekonomi Akuntansi Universitas Sriwijaya (2001) Bachelor's degree in Economic Accounting, Sriwijaya University (2001)	22 Oktober 2020 22 October 2020



Nama Name	Jabatan Position	Pendidikan Terakhir Last Education	Awal Menjabat Start of Appointment
Yogy Alpha Mediarta	Staf Direktur Produksi & Pengembangan Staff of Production & Development Director	1. S-1 Teknik Tambang Universitas Sriwijaya (2002) 2. S-2 Magister Manajemen Universitas Indo Global Mandiri (UIGM) (2020) 1. Bachelor's degree in Mining Engineering, Sriwijaya University (2002) 2. Master's degree in Management, Indo Global Mandiri University (UIGM) (2020)	21 September 2020 21 September 2020
Erni Kurniati	Direktur Utama Dana Pensiun Karyawan Semen Baturaja Tk. Vice President President Director of Employee Pension Fund of Semen Baturaja Tk. Vice President	S1 - Ekonomi Akuntansi Universitas Mercubuana (1994) Bachelor's degree in Economic Accounting, Mercubuana University (1994)	04 Maret 2019 04 March 2019
Basthony Santri	Direktur PT Baturaja Multi Usaha Director of PT Baturaja Multi Usaha	1. S-1 Teknik Mesin Universitas Sriwijaya (2005) 2. S-2 Magister Manajemen Universitas Sriwijaya (2021) 1. Bachelor's degree in Mechanical Engineering, Sriwijaya University (2005) 2. Master's degree in Management, Sriwijaya University (2021)	22 Oktober 2020 22 October 2020
Muhammad Yunus	Staf Direktur Pemasaran Staff of Marketing Director	1. S1 - Ekonomi Manajemen Universitas Sriwijaya (2001) 2. S2 - Magister Manajemen Universitas Indo Global Mandiri (2020) 1. Bachelor's degree in Economic Management, Sriwijaya University (2001) 2. Master's degree in Management, Indo Global Mandiri University (2020)	21 September 2020 21 September 2020

Statistik Karyawan

Employee Statistics

Hingga 31 Desember 2021, jumlah karyawan tetap di Perseroan tercatat sebanyak 912 karyawan, berkurang 9 orang atau 1% dari jumlah periode pada tahun lalu yang sebanyak 921 karyawan. Penurunan tersebut dikarenakan terdapat karyawan yang mengundurkan diri, pensiun dan meninggal dunia.

Berikut rincian jumlah karyawan berdasarkan status kepegawaian, level organisasi, tingkat pendidikan, usia, lama kerja, gender dan unit bisnis.

Until 31 December 2021, the Company's total number of permanent employees was recorded at 912 personnel, less by 9 personnel or 1% of the total 921 employees in the same period of the previous year. This decrease in total was due to resignation, retirement and death.

Following are details of the total number of employees based on employment status, organizational level, education level, age, length of work period, gender and business unit.

Jumlah Karyawan Berdasarkan Status Kepegawaian

Total Employees Based on Employment Status

Status Kepegawaian Employment Status	2021		2020		2019	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Karyawan Tetap Permanent Employees	912	95,59	921	94,46	894	89,49
Karyawan Kontrak Contract Employees	42	4,41	54	5,54	67	6,71
Calon Karyawan Employee Candidates	0	0,00	0	0,00	38	3,80
Total	954	100,00	975	100,00	999	100,00

Rincian Karyawan Tetap

Details on Permanent Employees

Jumlah Karyawan Berdasarkan Level Organisasi

Total Employees Based on Organization Level

Level Organisasi Organization Level	2021		2020		2019	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Vice President	19	2,08	20	2,17	20	2,24
Senior Manager	65	7,13	65	7,06	62	6,94
Manager	157	17,21	150	16,29	154	17,23
Junior Manager	319	34,98	333	36,16	326	36,47
Non Staf	352	38,60	353	38,33	332	37,14
Total	912	100,00	921	100,00	894	100,00

Jumlah Karyawan Berdasarkan Tingkat Pendidikan

Total Employees Based on Education Level

Tingkat Pendidikan Education Level	2021		2020		2019	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
S2 Postgraduate	31	3,40	26	2,82	14	1,57
S1 Undergraduate	340	37,28	299	32,46	301	33,67
Diploma	266	29,17	254	27,58	231	25,84
SMA Senior High School	275	30,15	341	37,02	347	38,81
SMP Junior High School	0	0	0	0	0	0,00
SD Elementary School	0	0	1	0,11	1	0,11
Total	912	100,00	921	100,00	894	100,00



Jumlah Karyawan Berdasarkan Usia

Total Employees Based on Age

Usia Age	2021		2020		2019	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
>54 tahun >54 years	0	0	1	0,11	4	0,45
51-54 tahun 51-54 years	4	0,44	4	0,43	4	0,45
41-50 tahun 41-50 years	108	11,84	101	10,97	97	10,85
31-40 tahun 31-40 years	333	36,51	269	29,21	221	24,72
21-30 tahun 21-30 years	467	51,21	546	59,28	568	63,53
Total	912	100,00	921	100,00	894	100,00

Jumlah Karyawan Berdasarkan Gender

Total Employees Based on Gender

Gender	2021		2020		2019	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Laki-laki Male	758	83,11	763	83	733	81,99
Perempuan Female	154	16,89	158	17	161	18,01
Total	912	100,00	921	100	894	100,00

Jumlah Karyawan Berdasarkan Unit Bisnis

Total Employees Based on Business Unit

Unit Bisnis Business Unit	2021		Unit Bisnis Business Unit	2020		2019	
	Jumlah Total	%		Jumlah Total	%	Jumlah Total	%
Secretary	3	0,33	Secretary	4	0,43	0	0,00
Corporate Secretary	45	4,93	Corporate Secretary	34	3,69	28	3,13
			Strategic Planning & CPM	20	2,17	13	1,45
Internal Audit	13	1,43	Internal Audit	11	1,19	13	1,45
HR & GA	66	7,24	HR & GA	60	6,51	80	8,95
Procurement	60	6,58	Procurement	57	6,19	64	7,16
Mining	53	5,81	Mining	36	3,91	36	4,03
			Safety, Health & Environment	21	2,28	19	2,13
Research & Engineering	107	11,73	Research & Development	79	8,58	70	7,83
			Project Management Office	47	5,26	47	5,26
Project	0	0	Project	0	0	7	0,78
Accounting & Finance	43	4,71	Finance	58	6,3	72	8,05
Management Accounting, ICT & Risk Management	33	3,62	IT	19	2,06	18	2,01
Marketing (Marketing, Sales & Logistic)	137	15,02	Marketing (Marketing, Sales & Logistic)	123	13,36	95	10,63
Operation	288	31,58	Operation I & II	134 162	14,55 17,59	332	37,14
Tim Pengadaan Lahan Land Acquisition Team	6	0,66	Tim Pengadaan Lahan Land Acquisition Team	9	0,98	-	-
Anak Perusahaan & Afiliasi Subsidiaries & Affiliates	50	5,48	Anak Perusahaan & Afiliasi Subsidiaries & Affiliates	40	4,34	-	-
Staf Direktur Utama Staff of President Director	0	0	Staf Direktur Utama Staff of President Director	1	0,11	-	-
Staf Direktur Pemasaran Staff of Marketing Director	1	0,11	Staf Direktur Pemasaran Staff of Marketing Director	1	0,11	-	-
Staf Direktur Produksi & Pengembangan Staff of Production & Development Director	7	0,77	Staf Direktur Produksi & Pengembangan Staff of Production & Development Director	-	-	-	-
Total	912	100,00	Total	921	100,00	894	100,00

Pengembangan Kompetensi Karyawan

Employee Competency Development

Biaya Pengembangan Kompetensi

Hingga berakhirnya tahun buku 2021, Perseroan telah merealisasikan anggaran pengembangan kompetensi karyawan sebesar Rp850.638.428. Nilai tersebut turun sebesar 50% dari realisasi tahun 2020 yang sebesar Rp1.716.259.339, didukung oleh upaya efisiensi Perseroan dengan mendorong pelaksanaan *training* secara *online* melalui webinar maupun melalui SMBR *E-Learning System* sehingga total jam pelatihan per karyawan/tahunnya tetap meningkat yaitu 39,26 jam per karyawan/tahun diatas target KPI sebesar 20 jam per karyawan/tahun. Adapun untuk tahun buku 2022, Perseroan mengalokasikan biaya sebanyak Rp430.000.000 untuk pengembangan kompetensi karyawan.

Expense of Competency Development

Up to the end of fiscal year 2021, the Company actualized the employee competency development budget of some Rp850,638,428. This amount was a decrease of 50% from the total actualized in 2020 at the amount of Rp1,716,259,339, driven by the Company's effort to increase efficiency by promoting the implementation of online training through webinars and through the SMBR E-Learning System so that the total hours of training per employee/year continue to increase, namely 39.26 hours per employee/year above the KPI target of 20 hours per employee/year. For the fiscal year 2022, the Company allocated a total expense of Rp430,000,000 for employee competency development.

(Rp)

Realisasi Biaya Pengembangan Kompetensi Realized Expense for Competency Development			Proyeksi 2022 2022 Projection
2021	2020	2019	
850.638.428	1.716.259.339	4.340.658.374	430.000.000

Pengembangan Kompetensi Karyawan

Employee Competency Development

Jenjang Jabatan: Vice President

Position Level: Vice President

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
1	Online Training	Diklat Marketing 5,0 Marketing Training 5.0	Pemenuhan kebutuhan Kompetensi Jabatan Competency prerequisite for job requirement	1	3	15,79
2	Online Training	Online Training SMBR Inovasi Innovation Training on SMBR Innovation	Meningkatkan dan sharing pengetahuan tentang Inovasi Improvement and sharing of knowledge on Innovation	1	1	5,26
3	Online Training	Diklat "Safety Leadership Program" Training on "Safety Leadership Program"	Menjadikan Safety sebagai Nilai Budaya Perusahaan yang mampu mendukung produktivitas karyawan To establish Safety as Corporate Culture Value that supports employee productivity	2	12	63,16
4	Online Training	Online Training Semen Geopolimer Online Training on Geopolymer Cement	Meningkatkan pengetahuan tentang semen/pemenuhan kompetensi jabatan Enhance knowledge on cement/ competency prerequisite for job requirement	1	2	10,53
5	Online Training	Instruktur Form Kertas Kerja dan Teknik Analisis Komite Anggaran Primary Activities Instructor's Working Paper Form and Analysis Technique of Primary Activities Budget Committee	Sharing session tentang form kertas kerja Sharing session on working paper form	1	1	5,26



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
6	Online Training	Instruktur Core Values Akhlak BUMN Instructor Training on BUMN AKHLAK Core Values	Sharing session tentang akhlak BUMN dan meningkatkan skill mengajar Sharing session on BUMN AKHLAK and to enhance teaching skills	23	1	5,26
7	Online Training	Online Training "Potensi Aplikasi GGBFS (Slag) pada Cement & Beton untuk Marine Structure dan High Risk Building di Indonesia Online Training on "The Potential Application of GGBFS (Slag) on Cement & Concrete for Marine Structures and High-Risk Buildings in Indonesia"	Peningkatan pengetahuan tentang beton untuk laut Enhance knowledge on concrete for marine purposes	1	1	5,26
8	Online Training	Sharing Knowledge Produk Turunan Semen Mortar Sharing Knowledge on Mortar Cement Derivative Products	Peningkatan kompetensi jabatan Enhance job competency	1	1	5.26
9	Online Training	Webinar People Development Through Gamification Webinar on "People Development Through Gamification"	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge on soft-skills	1	2	10,53
10	Online Training	Pelatihan Core Values Akhlak BUMN Training on "BUMN AKHLAK Core Values"	Meningkatkan pengetahuan tentang Budaya Akhlak BUMN Enhance knowledge on BUMN AKHLAK Culture	2	19	100
11	Public Training	Pelatihan PERPRES No. 16 Tahun 2018 Training on PERPRES No. 16 of 2018	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
12	Online Training	OT Diklat Impelementasi Sistem Manajemen Keselamatan Pertambangan Online Training on "Implementation of Mining Safety Management System"	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
13	Online Training	Online Training on "Green Concrete For Sustainability Application & Future"	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	2	10,53
14	Online Training	OT Inovasi Beton Online Training on Concrete Innovation	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	2	10,53
15	Online Training	OT Auditor Internal ISO 50001:2018 Online Training on ISO 50001-2018 Internal Auditor	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen Enhance the concern and handling of management system	1	1	5,26
16	Online Training	OT Learn & Share ICRI "Penerapan AFR di SIG" Online Training on "Learn & Share ICRI Application of AFR on SIG"	Meningkatkan pengetahuan tentang penerapan alternative fuel Enhance knowledge on application of alternative fuel	1	1	5,26

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
17	Online Training	Online Training "2021 Innovation Award"	Meningkatkan pengetahuan tentang inovasi Enhance knowledge on innovation	1	19	100
18	Online Training	Online Training Diklat Audit SMKP Online Training on "Audit Training of SMKP"	Pemenuhan Kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	5,26
19	Online Training	Online Training "Manajemen AFR" Online Training on "AFR Management"	Meningkatkan pengetahuan tentang penerapan alternative fuel Enhance knowledge on application of alternative fuel	1	3	15,79
20	Online Training	Online Training Teknologi 3D Printing Mortar dalam Aplikasi Konstruksi Modern di Indonesia Online Training on "Mortar 3D Printing Technology in Modern Construction Application in Indonesia"	Meningkatkan pengetahuan tentang semen dan turunan Enhance knowledge on cement and its derivatives	1	2	10,53
21	Online Training	BUMN Digital Behaviour & Mindset	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
22	Online Training	Digilearn Data Science	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
23	Online Training	In-House Training on "How It Can Impact Business"	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
24	Online Training	Pelatihan Pemahaman & Implementasi Sistem Manajemen Anti Penyuapan Berdasarkan ISO 37001:2016 Training on "Understanding & Implementation of Anti-Bribery Management System Based on ISO 37001:2016"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen Enhance the concern and handling of management system	1	2	10,53
25	Online Training	Pelatihan Awareness & Integration Management Sistem SNI ISO 31000 : 2018 Training on "Awareness & Integration of SNI ISO 31000:2018 Management System"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen Enhance the concern and handling of management system	1	2	10,53
26	Online Training	Online Training Learn & Share ICRI Pemanfaatan Limbah B3 dari Oil & Gas Company Online Training on "Learn & Share ICRI B3 Waste Utilization from Oil & Gas Companies"	Meningkatkan pengetahuan tentang pemanfaatan Limbah B3 Enhance knowledge on B3 Waste utilization	1	2	10,53
27	Online Training	Online Training Learn & Share ICRI Pemanfaatan AFR Online Training on "Learn & Share ICRI AFR Utilization"	Meningkatkan pengetahuan tentang pemanfaatan Alternative Fuel Enhance knowledge on Utilization of Alternative Fuel	1	2	10,53
28	Online Training	Webinar Talent Management and People Development BUMN Webinar on "BUMN Talent Management and People Development"	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
29	Online Training	Online Training on "Kiln Alignment"	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
30	Online Training	Online Training Pemanfaatan AFR di PT. Semen Baturaja (Persero) Tbk Online Training on "AFR Utilization in PT Semen Baturaja (Persero) Tbk"	Meningkatkan pengetahuan tentang pemanfaatan Alternative Fuel Enhance knowledge on Utilization of Alternative Fuel	1	2	10,53
31	Online Training	Executive Development Program	Pemenuhan Kompetensi untuk pengisian Talent Pool Kementrian BUMN Competency requirement for BUMN Ministry's Talent Pool Provision	4	19	100
32	Online Training	Online Training Pemanfaatan Waste Material untuk Aplikasi High Performance Concrete sebagai Beton Ramah Lingkungan Online Training on "Utilization of Material Waste for Application of High Performance Concrete as Environmentally Friendly Concrete"	Meningkatkan pengetahuan tentang Pemanfaatan Limbah di industri semen Enhance knowledge on Waste Utilization in cement industry	1	1	5,26
33	Online Training	SPI BUMN	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
34	Online Training	Online Training Pengenalan Beton untuk Konstruksi Dermaga Apung dan Penerapan Teknologi Beton Apung Modular Online Training on "Introduction of Concrete for Floating Dock / Pier Construction and Application of Modular Floating Concrete Technology"	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
35	Online Training	Awareness Training INDI 4.0	Meningkatkan Pengetahuan untuk menuju INDI 4.0 Enhance knowledge towards INDI 4.0	1	9	47,37
36	Online Training	Online Training Aerated Autoclaved Concrete & Geopolymer Online Training on "Aerated Autoclaved Concrete & Geopolymer"	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
37	Online Training	Deteksi & Pencegahan Korupsi Detection and Prevention of Corruption	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
38	Online Training	Pencegahan Penyuapan Di Industri Jasa Keuangan Prevention of Bribery in Financial Services Industry	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
39	Online Training	Instruktur OT Dasar-dasar Audit Online Training for Instructors on "The Basics of Auditing"	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
40	Online Training	Webinar Empowering the Country Through Toll Road Connectivity Webinar on "Empowering the Country Through Toll Road Connectivity"	Menambah wawasan tentang Infrastruktur Additional insights on infrastructure	1	7	36,84
41	Online Training	Audit Berbasis Risiko Risk-Based Audit	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
42	Online Training	Kontribusi Internal Audit Dalam Menjaga Etika & Integritas Untuk Mencapai Tujuan perusahaan Internal Audit Contribution in Maintaining Ethics & Integrity for the Achievement of Company's Goals	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
43	Online Training	The 3rd Indonesia Human Capital Summit 2021	Menambah wawasan tentang HC Additional insights on Human Capital	1	1	5,26
44	Online Training	Sinergi untuk Negeri Synergy for the Nation	Peningkatan kompetensi jabatan Enhance job competency	1	1	5,26
45	Online Training	HC Coaching Program	Pengembangan manajemen HC HC Management Development	1	1	5,26
46	Online Training	"Making Digital Talent" BUMN Digital Learning Institute	Meningkatkan Pengetahuan di bidang soft skill Enhance knowledge on soft-skills	1	1	5,26
47	Online Training	Sertifikasi Brand Management Brand Certification Management	Meningkatkan kompetensi sesuai kebutuhan jabatan Enhance competency for job requirement	1	1	5,26
48	Online Training	Workshop on "Risk Management"	Meningkatkan pengetahuan tentang manajemen risiko Enhance knowledge on risk management	1	2	5,26

Jenjang Jabatan: Senior Manager

Position Level: Senior Manager

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
1	Online Training	Diklat "Recent Tax Policies Development & Strategies to Face Current Tax Issues" Training on "Recent Tax Policies Development & Strategies to Face Current Tax Issues"	Peningkatan Kompetensi Enhance competency	1	1	1,54
2	Online Training	Online Training SMBR Inovasi Online Training on SMBR Innovation	Meningkatkan dan sharing pengetahuan tentang Inovasi Enhance and share knowledge on innovation	1	2	3,08
3	Online Training	Online Training on "Incremental Innovation"	Meningkatkan pengetahuan tentang Inovasi Enhance knowledge on innovation	1	1	1,54
4	Online Training	Online Training Semen Geopolimer Online Training on Geopolymer Cement	Peningkatan Kompetensi Enhance competency	1	4	6,15
5	Online Training	Online training on "Safety Leadership Program"	Menjadikan Safety sebagai Nilai Budaya Perusahaan yang mampu mendukung produktivitas karyawan Establish Safety as Corporate Culture Value that supports employee productivity	4	65	100,00



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
6	Online Training	Online Training Tantangan dan Peluang Pengelolaan Pelabuhan untuk Peningkatan Efisiensi Distribusi Barang Online Training on the "Challenges and Opportunities of Port Management to Increase Efficiency"	Peningkatan Kompetensi Enhance competency	1	1	1,54
7	Online Training	Instruktur Core Values Akhlak BUMN Batch 3 Instructor Training on BUMN AKHLAK Core Values Batch 3	Sharing session tentang akhlak BUMN dan meningkatkan skill mengajar Sharing session on BUMN AKHLAK and improvement of teaching skills	23	1	1,54
8	Online Training	Instruktur Form Kertas Kerja dan Teknik Analisis Komite Anggaran Primary Activities Instructor Working Paper Form and Analysis Technique for Primary Activities Budget Committee	Sharing session tentang Form kertas kerja dan meningkatkan skill mengajar Sharing session on Working Paper Form and improvement of teaching skills	1	1	1,54
9	Online Training	Workshop Tax Forum BUMN 2021 Pengisian SPT 1770S Vs LHKPN Workshop on "2021 BUMN Tax Forum, filling Out SPT 1770S vs Public Servant Wealth Report (LHKPN)"	Meningkatkan soft skill Enhance soft-skills	1	2	3,08
10	Online Training	Online Training Penyusunan PCR & EDP Industri Online Training on "Composing Industry PCR & EDP"	Meningkatkan kompetensi Enhance competency	1	1	1,54
11	Online Training	Online Training "Potensi Aplikasi GGBFS (Slag) pada Cement & Beton untuk Marine Structure dan High Risk Building di Indonesia Online Training on "Potential Application of GGBFS (Slag) on Cement & Concrete for Marine Structure and High-Risk Buildings in Indonesia"	Meningkatkan pengetahuan tentang beton untuk laut Enhance knowledge on concrete for marine purposes	1	1	1,54
12	Online Training	Sharing Knowledge Produk Turunan Semen Mortar Sharing Knowledge on Mortar Cement Derivative Products	Meningkatkan pengetahuan tentang produk turunan semen Enhance knowledge on product derivatives of cement	1	2	3,08
13	Online Training	Webinar on "People Development Through Gamification"	Meningkatkan soft skill Enhance soft-skills	1	2	3,08
14	Online Training	Online Training on "BUMN AKHLAK Core Values"	Meningkatkan pengetahuan tentang budaya Akhlak BUMN Enhance knowledge on BUMN AKHLAK culture	4	64	98,46
15	Online Training	Training Penerapan Dasar Management Risiko Training on Basic Implementation of Risk Management	Meningkatkan kompetensi Enhance competency	6	45	69,23
16	Online Training	Verifikasi dan Perhitungan TKDN Verification and Calculation of TKDN	Meningkatkan kompetensi Enhance competency	1	1	1,54
17	Online Training	Online Training Perancangan Sistem Manajemen Kinerja Berbasis Kompetensi Online Training on "Competency-Based Performance Management System Planning"	Pemenuhan kompetensi jabatan Competency prerequisite for job requirement	1	3	4,62

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
18	Online Training	Online Training Aplikasi Service Desk Online Training on "Application of Service Desk"	Meningkatkan soft skill Enhance soft-skills	8	25	38,46
19	Online Training	Tingkatkan Tata Kelola BUMN melalui Integrasi data Perpajakan Enhancement of BUMN Governance Through Integration of Tax Data	Pemenuhan kompetensi jabatan Competency prerequisite for job requirement	1	1	1,54
20	Online Training	OT Pelumas Pertamina Online Training on "Pertamina Lubricant"	Meningkatkan kompetensi Enhance competency	1	1	1,54
21	Online Training	Online Training on "Green Concrete for Sustainability Application & Future"	Meningkatkan kompetensi Enhance competency	1	4	6,15
22	Online Training	OT Inovasi Beton Online Training on Concrete Innovation	Meningkatkan kompetensi Enhance competency	1	3	4,62
23	Online Training	Online Training on ISO 50001:2018 Internal Auditor	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen Enhance the concern and handling of management system	1	2	3,08
24	Online Training	Training on "Indonesian Conference & Competition on Safety & Health"	Pemenuhan kompetensi jabatan Competency prerequisite for job requirement	1	1	1,54
25	Online Training	Seminar Mewujudkan BUMN Jasa Keuangan dan Asuransi yang Sehat dan Berdaya Saing Seminar on "Realization of Healthy and Competitive State-Owned Enterprises in Financial and Insurance Services"	Pemenuhan kompetensi jabatan Competency prerequisite for job requirement	1	1	1,54
26	Online Training	Indonesia International ITSM Summit 2021 "The Pathway to Successful Digital Transformation with ITSM"	Meningkatkan kompetensi Enhance competency	1	1	1,54
27	Online Training	Online Training Beton Apung & Geopolimer Online Training on "Floating Concrete & Geopolymer"	Meningkatkan kompetensi Enhance competency	1	1	1,54
28	Online Training	Online Training "Manajemen AFR" Online Training on "AFR Management"	Meningkatkan kompetensi Enhance competency	1	9	13,85
29	Online Training	Online Training Teknologi 3D Printing Mortar dalam Aplikasi Konstruksi Modern di Indonesia Online Training on "Application of Mortar 3D Printing Technology in Modern Construction in Indonesia"	Meningkatkan kompetensi Enhance competency	1	2	3,08
30	Online Training	BUMN Digital Behaviour & Mindset	Meningkatkan soft skill Enhance soft-skills	1	3	4,62
31	Online Training	Digilearn Data Science	Meningkatkan soft skill Enhance soft-skills	1	3	4,62
32	Online Training	IHT on "How It Can Impact Business"	Meningkatkan soft skill Enhance soft-skills	1	3	4,62



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
33	Online Training	Pelatihan Awareness & Integration Management Sistem SNI ISO 31000 : 2018 Training on "Awareness & Integration of SNI ISO 31000:2018 Management System"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen Enhance the concern and handling of management system	2	3	4,62
34	Online Training	Online Training Pelumas Mobil Online Training on Automotive Lubricant	Meningkatkan kompetensi Enhance competency	1	1	1,54
35	Online Training	Online Training Learn & Share ICRI Pemanfaatan Limbah B3 dari Oil & Gas Company Online Training on "Learn & Share ICRI B3 Waste Utilization from Oil & Gas Companies"	Meningkatkan pengetahuan tentang pemanfaatan limbah Enhance knowledge on waste utilization	1	10	15,38
36	Online Training	Online Training Tantangan dan Peluang Penggunaan FAN yang Efisien dalam Industri Online Training on "The Challenges and Opportunities of the Efficient Utilization of FAN in Industries"	Meningkatkan pengetahuan tentang energi Enhance knowledge on energy	1	1	1,54
37	Online Training	Online Training Learn & Share ICRI Pemanfaatan AFR Online Training on "Learn & Share ICRI Utilization of AFR"	Meningkatkan pengetahuan tentang pemanfaatan limbah Enhance knowledge on waste utilization	1	5	7,69
38	Online Training	Online Training Kiln Alignment Online Training on "Kiln Alignment"	Meningkatkan kompetensi Enhance competency	1	1	1,54
39	Online Training	Online Training Pemanfaatan AFR di PT. Semen Baturaja (Persero) Tbk Online Training on "AFR Utilization in PT Semen Baturaja (Persero) Tbk"	Meningkatkan pengetahuan tentang pemanfaatan limbah Enhance knowledge on waste utilization	1	6	9,23
40	Online Training	Refreshment Training on SAP CO Sub-Module	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
41	Online Training	Sertifikasi Komunikasi & Psikologi Audit Certification of Audit Communication & Psychology	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
42	Online Training	Online Training Pemanfaatan Waste Material untuk Aplikasi High Performance Concrete sebagai Beton Ramah Lingkungan Online Training on "Utilization of Material Waste for the Application of High Performance Concrete as Environmentally Friendly Concrete"	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	3	4,62
43	Online Training	Refreshment Training on SAP SD (Sales and Delivery Order) Sub-Module	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
44	Online Training	Unifying Corporation	Peningkatan kompetensi jabatan Enhance job competency	1	10	15,38
45	Online Training	Refreshment Training on SAP Sub Modul FM	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
46	Online Training	Refreshment Training on SAP Sub Modul MM	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
47	Online Training	Prospek Pemanfaatan Sampah Kota Sebagai Bahan Bakar Alternatif Menuju Pengelolaan Yang Berkelanjutan Prospect of Utilizing City Waste as Alternative Fuel Towards Sustainable Management	Meningkatkan pengetahuan tentang pemanfaatan limbah Enhance knowledge on waste utilization	1	1	1,54
48	Online Training	SPI BUMN	Peningkatan kompetensi jabatan Enhance job competency	1	4	6,15
49	Online Training	Webinar TFB 2021 - KUPAS Tuntas Dampak Perubahan Aturan Perpajakan pada Rancangan UU KUP Webinar on 2021 TFB - Thorough Review on the Impact of Changes in Tax Rules on Draft of the KUP Law	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
50	Online Training	Sosialisasi Pengelolaan Limbah Bahan Berbahaya dan Beracun dan Limbah Non B3 berdasarkan PP 22 Tahun 2021 dan Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 6 Tahun 2021 menuju Indonesia Tangguh, Indonesia Tumbuh Socialization on Toxic and Non-B3 Waste Materials Management Based on Regulation No. 22 of Year 2021 and Regulation of the Minister of Environment and Forestry No. 6 of Year 2021 towards Indonesia Resilient, Indonesia Grows	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
51	Online Training	Online Training Pengenalan Beton untuk Konstruksi Dermaga Apung dan Penerapan Teknologi Beton Apung Modular Online Training on Introducing concrete for Floating Pier Construction and Implementation of Modular Floating Concrete Technology	Online Training Pemanfaatan Waste Material untuk Aplikasi High Performance Concrete sebagai Beton Ramah Lingkungan Online Training on Utilization of Waste Material for Application on High Performance Concrete as Environmentally Friendly Concrete	1	1	1,54
52	Online Training	Online Training Learn & Share I2RI "Implementasi Virtual Design Constructioon" (VDC) Online Training on Learn & Share I2RI "Implementation of Virtual Design Construction (VDC)	Peningkatan kompetensi Enhance competency	1	2	3,08
53	Online Training	Awareness Training on INDI 4.0	Meningkatkan Pengetahuan untuk menuju INDI 4.0 Enhance knowledge towards INDI 4.0	1	52	80,00
54	Online Training	Online Training on Aerated Autoclaved Concrete & Geopolymer	Peningkatan kompetensi Enhance competency	1	2	3,08
55	Online Training	Deteksi & Pencegahan Korupsi Detection & Prevention of Corruption	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
56	Online Training	Pencegahan Penyusutan Di Industri Jasa Keuangan Prevention of Bribery in the Financial Services Industry	Peningkatan kompetensi jabatan Enhance job competency	1	5	7,69
57	Online Training	Dasar-dasar Audit Batch 2 The Basics of Auditing Batch 2	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
58	Online Training	Analisis Beban Kerja Analysis of Work Load	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
59	Online Training	Online Training "Certified Profesional in General Affair" Online Training on "Certified Profession in General Affairs"	Peningkatan kompetensi jabatan Enhance job competency	1	2	3,08
60	Online Training	Webinar Development Centers Webinar on Development Centers	Meningkatkan soft skill Enhance soft-skills	1	1	1,54
61	Publik Training	Pelatihan Manajerial Untuk Pengawas dan Pengurus Koperasi Managerial Training for Supervisors and Administrators of Cooperatives	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
62	In House Training	IHT Maintenance Procedure & Repair untuk MV Drive & LV Drive In-House Training on "Maintenance Procedures & Repair for MV Drive & LV Drive"	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
63	Online Training	Webinar on "Empowering the Country Through Toll Road Connectivity"	Meningkatkan pengetahuan tentang infrastruktur Enhance knowledge on infrastructure	1	5	7,69
64	In House Training	Instruktur IHT Total Productive Maintenance Instructor In-House Training on Total Productive Maintenance	Meningkatkan skill mengajar Enhance teaching skills	14	14	21,54
65	Online Training	Online Training Participant Fee Sertifikasi Business Management Online Training Participant Fee for Business Management Certification	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
66	Online Training	Learn & Share I2RI "Membangun Konektivitas dengan Semen yang Ramah Lingkungan" Learn & Share I2RI on "Developing Connectivity with Environmentally Friendly Cement"	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
67	Online Training	Innovation Strategy	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
68	Online Training	Perkembangan Inovasi Keuangan Digital dan Waspada Investasi Ilegal Di Indonesia Development of Digital Financial Innovation and Awareness of Illegal Investment in Indonesia	Peningkatan kompetensi jabatan Enhance job competency	1	3	4,62
69	Online Training	Sertifikasi Pengelolaan Tugas-tugas Audit Certification for Audit Tasks Management	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
70	Online Training	Audit Berbasis Risiko Risk-Based Audit	Peningkatan kompetensi jabatan Enhance job competency	1	5	7,69
71	Online Training	Kontribusi Internal Audit Dalam Menjaga Etika & Integritas Untuk Mencapai Tujuan perusahaan Contribution of Internal Audit in Maintaining Ethics & Integrity to Achieving Company Goals	Peningkatan kompetensi jabatan Enhance job competency	1	4	6,15
72	Online Training	Cross Country Learning Session For Business	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
73	Online Training	Diklat Pemenuhan dan Uji Kompetensi Pengawas Operasional Utama (POU) pada Pertambangan Training on "Fulfillment and Competency Test of Main Operational Supervisor in Mining"	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
74	Online Training	In-House Training on Operational Expert Optimizer	Peningkatan kompetensi jabatan Enhance job competency	1	2	3,08
75	Online Training	Online Training "Solusi Drone untuk Inspeksi di Area Risiko Tinggi" Online Training on "Drone Solution for Inspection in High-Risk Areas"	Peningkatan kompetensi jabatan Enhance job competency	1	1	1,54
76	In House Training	Instruktur Pelatihan Keselamatan & Kesehatan Kerja Instructor Training on "Occupational Health & Safety"	Meningkatkan skill mengajar Enhance teaching skills	1	1	1,54
77	Online Training	The 3rd Indonesia Human Capital Summit 2021	Meningkatkan soft skill Enhance soft-skills	1	1	1,54
78	Online Training	Sinergi untuk Negeri Synergy for the Nation	Meningkatkan soft skill Enhance soft-skills	1	5	7,69
79	Online Training	Diseminasi Hasil Penelusuran dan Evaluasi Belanja Kesehatan Perusahaan Korporasi di Indonesia Dissemination of Search Results and Evaluation of Expenditures of Corporate Health in Indonesia	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	1	1,54
80	Online Training	Making Digital Talent, BUMN Digital Learning Institute	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	5	7,69
81	Online Training	Bimbingan Belajar TFB 2021 : Ujian Sertifikasi Konsultan Pajak (USKP) Review A & B 2021 TFB Tutoring : Review A & B on Examination for Tax Consultant Certification	Peningkatan kompetensi sesuai kebutuhan jabatan Competency prerequisite for job requirement	1	1	1,54
82	Online Training	Sertifikasi Brand Management Brand Management Certification	Peningkatan kompetensi sesuai kebutuhan jabatan Competency prerequisite for job requirement	1	1	1,54
83	Online Training	2022 Conference on Business Revival Toward The Endemic	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	3	4,62
84	Online Training	Workshop on Risk Management	Meningkatkan pengetahuan tentang manajemen risiko Enhance knowledge on risk management	1	26	40,00



Jenjang Jabatan: Manager

Position Level: Manager

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
1	Online Training	Undangan Webinar "Kata Milenial" Invitation to Webinar "Word of Millenial"	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	9	5,73
2	Online Training	Online Training SMBR Inovasi Online Training on "SMBR Innovation"	Meningkatkan pengetahuan tentang inovasi Enhance knowledge on innovation	1	42	26,75
3	Online Training	Kick Off/Initial Cleaning SMBR Innovation Kick Off of "Initial Cleaning of SMBR Innovation"	Meningkatkan pengetahuan tentang inovasi Enhance knowledge on innovation	1	13	8,28
4	Online Training	Online Training Incremental Innovation Online Training on "Incremental Innovation"	Meningkatkan pengetahuan tentang inovasi Enhance knowledge on innovation	1	29	18,47
5	In House Training	IHT Investigasi & Evaluasi Jalan Beton Emplasment In-House Training on "Investigation & Evaluation of Emplacement Concrete Road"	Meningkatkan kompetensi jabatan Enhance job competency	1	4	2,55
6	Online Training	Online Training Semen Geopolimer Online Training on "Geopolymer Cement"	Meningkatkan kompetensi jabatan Enhance job competency	1	8	5,10
7	Online Training	Online Training on "Safety Leadership Program"	Menjadikan Safety sebagai Nilai Budaya Perusahaan yang mampu mendukung produktivitas karyawan Establish Safety as Corporate Culture Value that supports employee productivity	7	73	46,50
8	Online Training	Online Training Tantangan dan Peluang Pengelolaan Pelabuhan untuk Peningkatan Efisiensi Distribusi Barang Online Training on "Challenges and Opportunities in Port Development to Increase Efficiency in Distribution of Goods"	Meningkatkan kompetensi Enhance comtencype	1	4	2,55
9	Online Training	Instruktur Form Kertas Kerja dan Teknik Analisis Komite Anggaran Instructor Working Paper Form and Analysis Technique of Activities Budget Committee	Meningkatkan skill mengajar Enhance teaching skills	1	2	1,27
10	Online Training	Form Kertas Kerja dan Teknik Analisis Komite Anggaran Primary Activities Instructor Working Paper Form and Analysis Technique of Activities Budget Committee	Meningkatkan kompetensi jabatan Enhance job competency	1	7	4,46
11	Online Training	Workshop Tax Forum BUMN 2021 Pengisian SPT 1770S Vs LHKPN Workshop on 2021 BUMN Tax Forum: Filling Out SPT 1770S vs LHKPN	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
12	Online Training	Online Training "Potensi Aplikasi GGBFS (Slag) pada Cement & Beton untuk Marine Structure dan High Risk Building di Indonesia Online Training "Potential Application of GGBFS (Slag) on Cement & Concrete for Marine Structures and High-Risk Buildings in Indonesia	Meningkatkan kompetensi jabatan Enhance job competency	1	5	3,18
13	Online Training	Sharing Knowledge Produk Turunan Semen Mortar Sharing Knowledge on Mortar Cement Product Derivatives	Meningkatkan kompetensi jabatan Improvement of job position competency	1	9	5,73
14	Online Training	Lajata Milenial Chapter	Meningkatkan soft skill Enhance soft-skills	3	19	12,10
15	Online Training	Webinar People Development Through Gamification Webinar on "People Development Through Gamification"	Meningkatkan soft skill Enhance soft-skills	1	4	2,55
16	Online Training	Webinar Program Vokasi Untuk Kebangkitan Ekonomi Setelah Pandemi Covid-19 Webinar on "Vocation Program to Recover the Economy Post Covid-19 Pandemic"	Meningkatkan soft skill Enhance soft-skills	1	3	1,91
17	Online Training	Training Penerapan Dasar Management Risiko Training on "Implementation of Basic Risk Management"	Meningkatkan kompetensi jabatan Enhance job competency	6	109	69,43
18	In House Training	Training on AutoCAD	Meningkatkan kompetensi Enhance competency	1	1	0,64
19	Online Training	Training Core Values Akhlak BUMN Training on "BUMN AKHLAK Core Values"	Meningkatkan pengetahuan tentang Budaya Akhlak BUMN Enhance knowledge on BUMN AKHLAK culture	5	156	99,36
20	Online Training	Online Training Perancangan Sistem Manajemen Kinerja Berbasis Kompetensi Online Training on "Designing Competency-Based Performance Management System"	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
21	Online Training	Online Training Aplikasi Service Desk Online Training on "Service Desk Application"	Meningkatkan kompetensi Enhance competency	8	63	40,13
22	Online Training	Tingkatkan Tata Kelola BUMN melalui Integrasi data Perpajakan Enhancing BUMN Governance Through Integration of Tax Data	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
23	Online Training	Memahami Perubahan Peraturan Pajak PPh 21 serta Kaitannya dengan Sistem Payroll SAP Understanding Changes in Tax Regulation PPh21 and Its Relation to SAP Payroll System	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
24	Online Training	OT Pelumas Pertamina Online Training on Pertamina Lubricants	Meningkatkan kompetensi jabatan Enhance job competency	1	6	3,82
25	In House Training	IHT Knowledge Share Digital Lab (recording) In-House Training on Knowledge Sharing on Digital Lab (recording)	Meningkatkan soft skill Enhance soft-skills	1	1	0,64



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
26	Online Training	OT Green Concrete For Sustainability Application & Future Online Training on "Green Concrete for Sustainability Application & Future"	Meningkatkan kompetensi tentang beton Enhance competency on concrete	1	11	7,01
27	Online Training	OT Inovasi Beton Online Training on Concrete Innovation	Meningkatkan kompetensi tentang beton Enhance competency on concrete	1	8	5,10
28	Online Training	OT Learn & Share ICRI "Penerapan AFR di SIG" Online Training on Learn & Share "Application of AFR in SIG"	Meningkatkan kompetensi tentang pengelolaan alternative fuel Enhance competency on alternative fuel management	1	10	6,37
29	Online Training	OT Auditor Internal ISO 50001:2018 Online Training on ISO 50001:2018 Internal Auditor	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen Enhance the concern and handling of management system	1	15	9,55
30	In House Training	IHT "Make-up beauty" In-House Training on "Make-up Beauty"	Meningkatkan soft skill Enhance soft-skills	1	4	2,55
31	Online Training	Online Training Update Pajak UU Cipta Kerja & Peraturan Pajak Terbaru Online Training on "Update on Job Creation Law Tax & Latest Tax Regulations"	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
32	Online Training	IHT Aplikasi E-Learning Learning In-House Training on E-Learning	Meningkatkan kompetensi jabatan Enhance job competency	1	4	2,55
33	Online Training	Seminar Mewujudkan BUMN Jasa Keuangan dan Asuransi yang Sehat dan Berdaya Saing Seminar on "Realization of BUMN Sound and Competitive Financial and Insurance Services"	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
34	Online Training	2021 Indonesia International ITSM Summit : "The Pathway to Successful Digital Transformation with ITSM"	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
35	Online Training	Online Training Beton Apung & Geopolimer Online Training on Floating Concrete & Geopolymer	Meningkatkan kompetensi tentang beton Enhance competency on concrete	1	4	2,55
36	Online Training	Online Training "Manajemen AFR" Online Training on "AFR Management"	Meningkatkan kompetensi tentang pengelolaan alternative fuel Enhance competency on alternative fuel management	1	16	10,19
37	Online Training	Online Training Teknologi 3D Printing Mortar dalam Aplikasi Konstruksi Modern di Indonesia Online Training on "Application of Mortar 3D Printing Technology in Modern Construction in Indonesia"	Meningkatkan kompetensi tentang beton Enhance competency on concrete	1	10	6,37
38	Online Training	BUMN Digital Behaviour & Mindset	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
39	Online Training	Digilearn Data Science	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
40	Online Training	In-House Training on "How It Can Impact Business"	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
41	Online Training	Pelatihan Awareness & Integration Management Sistem SNI ISO Training on "Awareness & Integration of SNI ISO Management System"	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Enhance the concern and handling of management system	2	73	46,50
42	Online Training	Online Training Pelumas Mobil Online Training on Automotive Lubricant	Meningkatkan kompetensi jabatan Enhance job competency	1	5	3,18
43	Online Training	Online Training Software Tambang 3Dmine Online Training on 3D Mine Software	Meningkatkan kompetensi jabatan Enhance job competency	1	5	3,18
44	Online Training	Online Training Learn & Share ICRI Pemanfaatan Limbah B3 dari Oil & Gas Company Online Training on Learn & Share ICRI	Meningkatkan kompetensi jabatan Enhance job competency	1	15	9,55
45	Online Training	Online Training Tantangan dan Peluang Penggunaan FAN yang Efisien dalam Industri Online Training on "Challenges and Opportunities in Utilizing FAN Efficiently in Industries"	Meningkatkan pengetahuan tentang Fan Enhance knowledge on FAN	1	3	1,91
46	Online Training	Online Training Learn & Share ICRI Pemanfaatan AFR Online Training on Learn & Share ICRI Utilization of AFR	Meningkatkan kompetensi tentang pengelolaan alternative fuel Enhance competency on alternative fuel management	1	11	7,01
47	Online Training	Sharing Session "Women's Leader Empowerment" Sharing Session on "Women's Leader Empowerment"	Meningkatkan soft skill Enhance soft-skills	1	4	2,55
48	Online Training	Webinar BUMN Talent Management and People Development	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
49	Online Training	Online Training Kiln Alignment Online Training on Kiln Alignment	Meningkatkan kompetensi jabatan Enhance job competency	1	7	4,46
50	Online Training	Online Training Diklat Implementasi Sistem Manajemen Keselamatan Pertambangan Online Training on the Implementation of Mining Safety Management System	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
51	Online Training	Online Training Pemanfaatan AFR di PT. Semen Baturaja (Persero) Tbk Online Training on "AFR Utilization in PT Semen Baturaja (Persero) Tbk"	Meningkatkan kompetensi tentang pengelolaan alternative fuel Enhance competency on alternative fuel management	1	12	7,64
52	Online Training	Online Training Pembahasan Draft RSKKNI Teknisi Pemeliharaan Mesin dan Teknisi Pemeliharaan Listrik Online Training on Discussion of RSKKNI Draft on Machinery Maintenance and Electrical Maintenance Technician	Meningkatkan kompetensi jabatan Enhance job competency	1	9	5,73
53	Online Training	Online Training Kiat Menurunkan Emisi Karbon dari Sumber Industri Online Training on Ways to Reduce Carbon Emission from Industrial Sources	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
54	Online Training	Refreshment Training SAP Sub Modul CO Refreshment Training on SAP Sub-Module CO	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
55	Online Training	Webinar Nasional New Normal Dengan "Blended Learning" National Webinar on the "New Normal with Blended Learning"	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
56	Online Training	Sertifikasi Dasar-dasar Audit Certification on Auditing Basics	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
57	Online Training	Training on "How Bim Solve Everything"	Meningkatkan kompetensi jabatan Enhance job competency	1	3	1,91
58	Online Training	Training on "Modul Project Management"	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
59	Online Training	Online Training Pemanfaatan Waste Material untuk Aplikasi High Performance Concrete sebagai Beton Ramah Lingkungan Online Training on Utilization of Waste Materials for High Performance Concrete Application as Environmentally Friendly Concrete	Meningkatkan pengetahuan tentang pemanfaatan limbah Enhance knowledge on waste utilization	1	7	4,46
60	Online Training	Online Training Learn & Share Penggunaan Design Print sebagai Validasi Ide Inovasi Online Training on Learn & Share "Utilization of Print Design as Innovation Idea Validation"	Meningkatkan kompetensi jabatan Enhance job competency	1	57	36,31
61	Online Training	Online Training Participant Fee Sertifikasi Business Management Online Training on Participant Fee for Business Management Certification	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
62	Online Training	Refreshment Training SAP Sub Modul SD (Sales and Delivery Order) Refreshment Training on SAP SD (Sales and Delivery Order) Sub-Module	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
63	Online Training	Refreshment Training SAP Sub Modul MM Refreshment Training on SAP MM Sub-Module	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
64	Online Training	Prospek Pemanfaatan Sampah Kota Sebagai Bahan Bakar Alternatif Menuju Pengelolaan Yang Berkelanjutan Prospect of Utilization of City Waste as Alternative Fuel Towards Sustainable Management	Meningkatkan kompetensi tentang pengelolaan alternative fuel Enhance competency on alternative fuel management	1	2	1,27
65	Online Training	Claim Management	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
66	Online Training	Teknik Audit Internal Sistem Manajemen SNI ISO 19011 : 2018 Internal Audit Technique of SNI ISO 19011:2018 Management System	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen Enhance the concern and handling of management system	1	2	1,27

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
67	Online Training	Bimtek KPK Technical Guidance on Corruption Eradication Commission	Meningkatkan kompetensi jabatan Enhance job competency	1	14	8,92
68	Online Training	SPI BUMN	Meningkatkan kompetensi jabatan Enhance job competency	1	3	1,91
69	Online Training	Sharing Session on Digital Talent	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
70	Online Training	Webinar TFB 2021 - KUPAS Tuntas Dampak Perubahan Aturan Perpajakan pada Rancangan UU KUP Webinar on 2021 TFB - Thorough Review on the Impact of Changes in Tax Regulations on KUP Law Draft	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
71	Online Training	Sosialisasi Pengelolaan Limbah Bahan Berbahaya dan Beracun dan Limbah Non B3 berdasarkan PP No. 22 Tahun 2021 dan Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 6 Tahun 2021 menuju Indonesia Tangguh, Indonesia Tumbuh Socialization of Toxic and Non-B3 Waste Management Based on PP No. 22 of Year 2021 and Minister of Environment and Forestry No.6 of Year 2021 Regulations Towards Indonesia Resilient, Indonesia Grows	Meningkatkan kompetensi jabatan Enhance job competency	1	4	2,55
72	Online Training	BUMN Infra Going Global	Meningkatkan soft skill Enhance sof-skills	1	26	16,56
73	Online Training	Online Training Pengenalan Beton untuk Konstruksi Dermaga Apung dan Penerapan Teknologi Beton Apung Modular Online Training on "Introduction to Concrete for Floating Pier Construction and Implementation of Modular Floating Concrete Technology	Meningkatkan kompetensi tentang beton Enhance competency on concrete	1	7	4,46
74	Online Training	Online Training Learn & Share I2RI "Implementasi Virtual Design Construction" (VDC) Online Training on Learn & Share I2RI "Implementation of Virtual Design Construction (VDC)"	Meningkatkan kompetensi tentang beton Enhance competency on concrete	1	15	9,55
75	Online Training	Awareness Training on INDI 4.0	Meningkatkan Pengetahuan untuk menuju INDI 4.0 Enhance knowledge towards INDI 4.0	1	132	84,08
76	Online Training	Online Training on Aerated Autoclaved Concrete & Geopolymer	Meningkatkan Pengetahuan untuk menuju INDI 4.0 Enhance knowledge towards INDI 4.0	1	6	3,82
77	Online Training	Pencegahan Penyuapan Di Industri Jasa Keuangan Prevention of Bribery in Financial Services Industry	Meningkatkan kompetensi jabatan Enhance job competency	1	4	2,55
78	Online Training	Dasar-dasar Audit Basics of Auditing	Meningkatkan kompetensi jabatan Enhance job competency	5	114	72,61
79	Online Training	HCM SAP Module	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
80	Online Training	Analisis Beban Kerja Analysis of Work Load	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
81	Online Training	Online Training on "Certified Profesional in General Affairs"	Meningkatkan kompetensi jabatan Enhance job competency	1	5	3,18
82	Online Training	Webinar on Development Centers	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
83	Online Training	Sosialisasi dan Bimbingan Teknik Pengisian Wajib Laport Ketenagakerjaan di Perusahaan dalam Jaringan Socialization and Technical Guidance on Online Submission of Company Manpower Mandatory Report	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
84	Online Training	Refreshment SAP Sub Modul PP Refreshment Training on SAP PP Sub-Module	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
85	Public Training	Pelatihan Manajerial Untuk Pengawas dan Pengurus Koperasi Management Training for Advisors and Administrators of Cooperatives	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
86	Online Training	Learn & Share I2RI "Implementasi Lean Construction" Learn & Share I2RI "Lean Construction Implementation"	Meningkatkan kompetensi jabatan Enhance job competency	1	5	3,18
87	Online Training	Online Training on Project Management	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
88	In House Training	IHT Maintenance Procedure & Repair untuk MV Drive & LV Drive In-House Training on Maintenance Procedures & Repair for MV Drive & LV Drive	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
89	Online Training	Workshop Metode Kalibrasi Peralatan untuk Penjaminan Mutu Produk Industri Workshop on Equipment Calibration Method for Quality Guarantee of Industrial Products	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
90	Online Training	Online Training Penulisan Makalah Online Training on Paper Writing	Meningkatkan kompetensi jabatan Enhance job competency	1	4	2,55
91	In House Training	Instruktur IHT Total Productive Maintenance Instructor In-House Training on Total Productive Maintenance	Meningkatkan skill mengajar Improvement of teaching skills	14	17	10,83
92	Public Training	Pembinaan Perizinan Berbasis Risiko, Pengangkutan dan Pelimbahan Zat Radioaktif untuk Kegiatan Pengukuran dan Uji Tak Rusak Development of Risk-Based Licensing, Transportation and Disposal of Radioactive Substances for Damage-Control Measures and Testing	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
93	Online Training	Training for Corporate Culture Specialist	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
94	Online Training	Lokakarya Tuberkulosis Online Peningkatan Kapasitas Klinik Swasta Angkatan I Online Workshop on Tuberkulosis – Increasing the Capacity of Private Clinics Batch I	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
95	In House Training	Workshop Program Matching Fund Vokasi Kementerian Pendidikan, Budaya, Riset dan Teknologi Workshop on Vocation Fund Matching for the Ministry of Education, Culture, Research and Technology	Meningkatkan kompetensi jabatan Enhance job competency	1	9	5,73
96	Online Training	Pelatihan Commercial Management Training on Commercial Management	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
97	Online Training	Webinar TFB 2021 - Strategi Mitigasi Risiko Transaksi di Kawasan Berikat Webinar on 2021 TFB – Strategies of Transactional Risk Mitigation in Berikat Estate	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
98	Online Training	Online Training Arahkan Teknologi Online Training on Direction of Technology	Meningkatkan kompetensi jabatan Enhance job competency	1	3	1,91
99	Online Training	Pelatihan Modul Risk Management Training on Risk Management Module	Meningkatkan kompetensi jabatan Enhance job competency	1	4	2,55
100	Online Training	Workshop Penghargaan RINTEK 2021 Workshop 2021 RINTEK Awards	Meningkatkan kompetensi jabatan Enhance job competency	1	3	1,91
101	Online Training	BIMTEK Akbar BSKJI Seri 3 “Self Assessment Sertifikasi Industri Hijau” Technical Guidance on BSKJI Serie 3 “Self-Assessment of Green Industry Certification”	Meningkatkan kompetensi jabatan Enhance job competency	1	3	1,91
102	Online Training	Learn & Share I2RI “Membangun Konektivitas dengan Semen yang Ramah Lingkungan” Learn & Share I2RI “Developing Connectivity with Environmentally Friendly Cement”	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
103	Online Training	IHT Penyusunan Makalah TKPMN In-House Training on TKPMN Paper Writing	Meningkatkan kompetensi jabatan Enhance job competency	1	3	1,91
104	In House Training	Instruktur IHT Penggunaan Aplikasi SMART Inspection In-House Training for Instructors on the Use of SMART Inspection Application	Meningkatkan kompetensi jabatan Enhance job competency	2	1	0,64
105	Online Training	Penyusunan HIRARC Composing HIRARC	Meningkatkan kompetensi jabatan Enhance job competency	1	28	17,83
106	Online Training	Perkembangan Inovasi Keuangan Digital dan Waspada Investasi Ilegal Di Indonesia Development of Digital Financial Innovation and Awareness of Illegal Investment in Indonesia	Meningkatkan kompetensi jabatan Enhance job competency	1	4	2,55
107	Online Training	Audit Berbasis Risiko Risk-Based Audit	Meningkatkan kompetensi jabatan Enhance job competency	1	7	4,46



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
108	Online Training	Kontribusi Internal Audit Dalam Menjaga Etika & Integritas Untuk Mencapai Tujuan perusahaan Contribution of Internal Audit in Maintaining Ethics & Integrity to Achieving Company Goals	Meningkatkan kompetensi jabatan Enhance job competency	1	4	2,55
109	Online Training	Cross Country Learning Session For Business	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
110	Online Training	Learn & Share I2RI "Pemanfaatan Teknologi RFID" Learn & Share I2RI "Utilization of RFID Technology"	Meningkatkan pengetahuan tentang aplikasi jalan tol Enhance knowledge on toll road application	1	26	16,56
111	In House Training	IHT Operational Expert Optimizer In-House Training on Operational Optimizer Expert	Meningkatkan kompetensi jabatan Enhance job competency	1	6	3,82
112	In House Training	Instruktur IHT/Workshop Alignment Coupling Instructor In-House Training/ Workshop on Alignment Coupling	Meningkatkan skill mengajar Enhance teaching skills	3	3	1,91
113	Online Training	Presentasi Temu Karya Mutu & Produktivitas Nasional XXV Presentation of XXV National Meeting on Quality Work & Productivity	Meningkatkan kompetensi Enhance competency	1	2	1,27
114	Online Training	Online Training "Solusi Drone untuk Inspeksi di Area Risiko Tinggi" Online Training on "Drone Solution for Inspection in High-Risk Areas"	Meningkatkan kompetensi Enhance competency	1	7	4,46
115	Online Training	Instruktur Pelatihan Keselamatan & Kesehatan Kerja Instructor Training on Occupational Health Safety	Meningkatkan skill mengajar Enhance teaching skills	1	1	0,64
116	Online Training	Modul Talent & Knowledge Management 2021 2021 Talent & Management Module	Meningkatkan kompetensi jabatan Enhance job competency	1	3	1,91
117	Online Training	SAP-HCM Module Training	Meningkatkan kompetensi jabatan Enhance job competency	1	2	1,27
118	Online Training	Sinergi untuk Negeri Synergy for the Nation	Meningkatkan soft skill Enhance soft-skills	1	7	4,46
119	Online Training	Digital Marketing in Digital World	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
120	Online Training	Diseminasi Hasil Penelusuran dan Evaluasi Belanja Kesehatan Perusahaan Korporasi di Indonesia Dissemination of Search Results and Evaluation of Company Corporate Health Expenditures in Indonesia	Meningkatkan pengetahuan di bidang soft skill Enhance competency in the field of soft-skills	1	1	0,64
121	Online Training	Soft skill for secretaries	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
122	Online Training	Project Management	Meningkatkan kompetensi jabatan Enhance job competency	2	1	0,64
123	In House Training	IHT Pengelolaan Limbah Bahan Berbahaya & Beracun In-House Training on Hazardous & Toxic Waste Management	Meningkatkan pengetahuan tentang pengelolaan limbah berbahaya Enhance knowledge on hazardous waste management	1	2	1,27

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
124	Online Training	Making Digital Talent - BUMN Digital Learning Institute	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	6	3,82
125	Online Training	Sertifikasi Brand Management Brand Management Certification	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,64
126	Online Training	Workshop on Risk Management	Meningkatkan pengetahuan tentang manajemen risiko Enhance knowledge on risk management	1	85	54,14

Jenjang Jabatan: Junior Manager

Position Level: Junior Manager

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
1	Online Training	Training on "Advanced Supply Chain Management"	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,31
2	Online Training	Undangan Webinar "Kata Milenial" Webinar Invitation on "The Word of Milenial"	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	8	2,51
3	Online Training	Online Training SMBR Inovasi Online Training on SMBR Innovation	Meningkatkan pengetahuan tentang inovasi Enhance knowledge on innovation	1	1	0,31
4	Online Training	Online Training Diklat Audit Manajemen Keselamatan Pertambangan Online Training on Mining Safety Management Audit	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
5	Online Training	Online Training on Incremental Innovation	Meningkatkan pengetahuan tentang inovasi Enhance knowledge on innovation	1	1	0,31
6	In House Training	IHT Investigasi & Evaluasi Jalan Beton Emplasment In-House Training on "Investigation & Evaluation of Concrete Road Emplastment"	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	5	1,57
7	Online Training	Online Training Semen Geopolimer Online Training on Geopolymer Cement	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	10	3,13



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
8	Online Training	Training "Baturaja Risk Containment" Training on "Baturaja Risk Containment"	Menjadikan Safety sebagai Nilai Budaya Perusahaan yang mampu mendukung produktivitas karyawan Establish Safety as Corporate Culture Value that supports employee productivity	15	247	77,43
9	Publik Training	Sertifikasi K3 Teknisi/Petugas Pemeriksaan Pengujian Bidang Pesawat Angkat Angkut OHS Certification for Technicians/ Officials of Lifting and Transport Aircraft Inspection	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	4	1,25
10	Online Training	Certified Operational Marketer in Service	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
11	Online Training	Instruktur Form Kertas Kerja dan Teknik Analisis Komite Anggaran Primary Activities Instructor Working Paper Form and Analysis Technique of Primary Activities Budget Committee	Sharing session dan mengasah skill mengajar Sharing session and enhancing teaching skills	1	1	0,31
12	Online Training	Online Training Penyusunan PCR & EDP Industri Online Training on Composing Industry's PCR & EDP	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,31
13	Online Training	Online Training "Potensi Aplikasi GGBFS (Slag) pada Cement & Beton untuk Marine Struktur dan High Risk Building di Indonesia Online Training on "Potential Application of GGBFS (Slag) on Cement & Concrete for Marine Structures and High-Risk Buildings in Indonesia"	Meningkatkan pengetahuan tentang aplikasi beton di laut Enhance knowledge on concrete application in water/ocean	1	3	0,94
14	In House Training	Instruktur IHT / Workshop Cold Splicing Instructor in-house training/ workshop on Cold Splicing	Sharing session dan mengasah skill mengajar Sharing session and enhancing teaching skills	2	2	0,63
15	Online Training	Sharing Knowledge Produk Turunan Semen Mortar Sharing Knowledge on Mortar Cement Derivative Products	Meningkatkan pengetahuan tentang semen dan produk turunan Enhance knowledge on cement and product derivatives	1	7	2,19
16	Online Training	Lajata Milenial	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	3	28	8,78
17	Online Training	Webinar Program Vokasi Untuk Kebangkitan Ekonomi Setelah Pandemi Covid-19 Webinar on Vocation Program for Economic Recovery Post Covid-19 Pandemic	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	1	0,31
18	Online Training	Training Penerapan Dasar Management Risiko Training on the Implementation of Basic Management	Meningkatkan kompetensi jabatan Enhance job competency	3	6	1,88
19	In House Training	Training on AutoCAD	Meningkatkan kompetensi jabatan Enhance job competency	1	3	0,94

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
20	Online Training	Training Core Values Akhlak BUMN Training on BUMN AKHLAK Core Values	Meningkatkan pengetahuan tentang budaya Akhlak BUMN Enhance knowledge on BUMN AKHLAK	12	281	88,09
21	Online Training	Webinar on "Understanding New Legal Requirements"	Meningkatkan kompetensi jabatan Enhance job competency	1	3	0,94
22	Online Training	Online Training Perancangan Sistem Manajemen Kinerja Berbasis Kompetensi Online Training on Designing Competency-Based Performance Management System	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,31
23	Online Training	Certified Operational Marketer in Service	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
24	Online Training	Training on Basic ABAP Development SAP S/4HANA	Meningkatkan kompetensi jabatan Enhance job competency	1	3	0,94
25	Online Training	Online Training Aplikasi Service Desk Online Training on Service Desk Application	Meningkatkan pengetahuan tentang tata cara aplikasi service desk Enhance knowledge on the procedures of service desk application	8	76	23,82
26	Online Training	Tingkatkan Tata Kelola BUMN melalui Integrasi data Perpajakan Enhancement of BUMN Governance Through Integration of Tax Data	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,31
27	Online Training	Memahami Perubahan Peraturan Pajak PPh 21 serta Kaitannya dengan Sistem Payroll SAP Understanding Changes in PPh 21 Tax Regulation and Its Relation to SAP payroll System	Meningkatkan kompetensi jabatan Enhance job competency	1	2	0,63
28	Online Training	OT Pelumas Pertamina Online Training on Pertamina Lubricant	Meningkatkan pengetahuan tentang pelumas Enhance knowledge on lubricants	1	12	3,76
29	Online Training	OT Sertifikasi Operator Mobile Crane Online Training on Mobile Crane Operator Certification	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
30	In House Training	IHT Knowledge Share Digital Lab (recording) In-House Training on Knowledge Sharing of Digital Lab (recording)	Meningkatkan skill recording Enhance recording skills	1	3	0,94
31	Online Training	Online Training on "Green Concrete For Sustainability Application & Future"	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	11	3,45
32	Online Training	OT Inovasi Beton Online Training on Concrete Innovation	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	10	3,13
33	Online Training	OT Learn & Share ICRI "Penerapan AFR di SIG" Online Training on Learn & Share ICRI "Implementation of AFR in SIG"	Meningkatkan pengetahuan tentang penerapan alternative Fuel Enhance knowledge on implementation of alternative fuel	1	14	4,39



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
34	Online Training	OT Auditor Internal ISO 50001:2018 Online Training on ISO 50001:2018 Internal Auditor	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen Enhance the concern and handling of management system	1	7	2,19
35	Online Training	Training on Indonesian Conference & Competition on Safety & Health	Meningkatkan kompetensi jabatan Enhance job competency	1	2	0,63
36	In House Training	In-House Training on "Make-up Beauty"	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	10	3,13
37	Online Training	Sertifikasi PPPA & POPA PPPA & POPA Certification	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	0,63
38	In House Training	Implementasi Recording & Studio Baturaja Implementtion of Recording & Baturaja Studio	Meningkatkan skill recording Enhance recording skills	1	1	0,31
39	Online Training	Online Training Sertifikasi Brand Operation Online Training on Brand Operation Certification	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
40	Online Training	Instruktur Training Aplikasi E-Learning Learning Instructor Training on E-Learning Learning Application	Sharing session dan mengasah skill mengajar Sharing session and enhancing teaching skills	1	1	0,31
41	Online Training	Training Aplikasi E-Learning Learning Training on E-Learning Learning Application	Meningkatkan pengetahuan tentang aplikasi E learning Enhance knowledge on E-Learning application	1	4	1,25
42	Online Training	Workshop Tax Forum BUMN 2021 Tax Management SPT PPh Badan yang Sesuai dengan Insentif Pajak Pandemi Covid-19 & UU Omnibus Law Ciptaker Workshop on "2021 BUMN Tax Forum – Corporate SPT PPh Tax Management in Accordance with Covid-19 Pandemi Tax Incentive & Omnibus Law"	Meningkatkan kompetensi jabatan Enhance job competency	1	2	0,63
43	In House Training	In-House Training/Workshop on GKM & SS	Meningkatkan pengetahuan tentang inovasi Enhance knowledge on innovation	2	4	1,25
44	Online Training	Online Training Beton Apung & Geopolimer Online Training on Floating Concrete & Geopolymer	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	8	2,51
45	Online Training	Online Training "Manajemen AFR" Online Training on "AFR Management"	Meningkatkan pengetahuan tentang penerapan alternative Fuel Enhance knowledge on the implementation of fuel alternative	1	14	4,39
46	Online Training	Online Training Teknologi 3D Printing Mortar dalam Aplikasi Konstruksi Modern di Indonesia Online Training on Application of Mortar 3D Printing Technology in Modern Construction in Indonesia	Meningkatkan pengetahuan tentang konstruksi modern Enhance knowledge on modern construction	1	11	3,45

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
47	Online Training	Pelatihan Awareness & Integration Management Sistem SNI ISO 31000 : 2018 Online Training on Awareness & Integration of SNI ISO 31000:2018 Management System	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Enhance the concern and handling of management system	2	14	4,39
48	Online Training	Online Training Pelumas Mobil Online Training on Automotive Lubricants	Meningkatkan pengetahuan tentang pelumas Enhance knowledge on lubricants	1	17	5,33
49	Online Training	Online Training Software Tambang 3DMine Online Training on 3DMine Mining Software	Meningkatkan kompetensi jabatan Enhance job competency	1	5	1,57
50	Online Training	Online Training Learn & Share ICRI Pemanfaatan Limbah B3 dari Oil & Gas Company Online Training on Learn & Share ICRI Utilization of B3 Waste from Oil & Gas Companies	Meningkatkan pengetahuan tentang pemanfaatan limbah Enhance knowledge on waste utilization	1	17	5,33
51	Online Training	Online Training Tantangan dan Peluang Penggunaan FAN yang Efisien dalam Industri Online Training on Challenges and Opportunities of Utilizing FAN Efficiently in Industry	Meningkatkan pengetahuan tentang Fan Enhance knowledge on FAN	1	2	0,63
52	Online Training	Online Training LEarn & Share ICRI Pemanfaatan AFR Online Training on Learn & Share ICRI Utilization of AFR	Meningkatkan pengetahuan tentang penerapan alternative Fuel Enhance knowledge on the implementation of alternative fuel	1	15	4,70
53	Online Training	Sharing Session on "Women's Leader Empowerment"	Meningkatkan pengetahuan di bidang soft skill Enhancement of knowledge in the field of soft-skills	1	2	0,63
54	Online Training	Webinar on BUMN Talent Management and People Development	Meningkatkan pengetahuan tentang talent manajemen Enhance knowledge on talent management	1	1	0,31
55	Online Training	Online Training on Kiln Alignment	Meningkatkan kompetensi jabatan Enhance job competency	1	12	3,76
56	Online Training	Online Training Diklat Implementasi Sistem Manajemen Keselamatan Pertambangan Online Training on the Implementation of Mining Safety Management System	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
57	Online Training	Online Training Pemanfaatan AFR di PT. Semen Baturaja (Persero) Tbk Online Training on AFR Utilization in PT Semen Baturaja (Persero) Tbk	Meningkatkan pengetahuan tentang penerapan alternative Fuel Enhance knowledge on the implementation of alternative fuel	1	15	4,70
58	Online Training	Online Training Kiat Menurunkan Emisi Karbon dari Sumber Industri Online Training on Tips to Reduce Carbon Emission from Industrial Sources	Meningkatkan pengetahuan tentang Emisi karbon Enhance knowledge o carbon emission	1	3	0,94
59	Online Training	Refreshment Training SAP Sub Modul Travel Management Refreshment Training on Travel Management SAP Sub-Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	3	0,94



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
60	Online Training	Refreshment Training SAP Sub Modul CO Refreshment Training on CO SAP Sub-Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	1	0,31
61	Online Training	Webinar Nasional New Normal Dengan "Blended Learning" National Webinar on "The New Normal with Blended Learning"	Meningkatkan pengetahuan tentang blended learning Enhance knowledge on blended learning	1	1	0,31
62	Online Training	Sertifikasi Pengendalian Pencemaran Udara PPPU & POPU Certification for PPPU & POPU Air Pollution Control	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
63	Online Training	Sertifikasi Pengendalian Pencemaran Limbah B3 Certification for B3 Waste Pollution Control	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	0,63
64	Online Training	Sertifikasi Dasar-dasar Audit Certification for Basic Auditing	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
65	Online Training	Training on "How Bim Solve Everything"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
66	Online Training	Online Training Pemanfaatan Waste Material untuk Aplikasi High Performance Concrete sebagai Beton Ramah Lingkungan Online Training on the Utilization of Waste Materials for Application in High-Performance Concrete as Environmentally Friendly Concrete	Meningkatkan pengetahuan tentang pemanfaatan limbah untuk beton Enhance knowledge on the utilization of waste for concrete	1	7	2,19
67	Online Training	Online Training Diklat Pemenuhan & Uji Kompetensi Bagi Pengawas Operasional Pertama (POP) pada Pertambangan Online Training on "Competency Fulfillment and Testing for First Operational Supervisor (POP) in Mining"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
68	Online Training	Refreshment Training SAP Sub Modul SD (Sales and Delivery Order) Refreshment Training on SD (Sales and Delivery Order) of SAP Sub-Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	10	3,13
69	Online Training	Refreshment Training SAP Sub Modul FM Refreshment Training on FM of SAP Sub-Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	5	1,57
70	Online Training	Online Training on System Analysis & Design Fundamentals	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,31
71	Online Training	Refreshment Training on MM of SAP Sub-Modul	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	5	1,57
72	Online Training	Bimtek KPK Corruption Eradication Commission (KPK) Technical Guidance	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,31
73	Online Training	SPI BUMN	Meningkatkan kompetensi jabatan Enhance job competency	1	5	1,57

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
74	Online Training	Sharing Session on Digital Talent	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,31
75	Online Training	Online Training Pengenalan Beton untuk Konstruksi Dermaga Apung dan Penerapan Teknologi Beton Apung Modular Online Training on "Introducing Concrete for Floating Pier Construction and Implementation of Floating Concrete Technology Module"	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	9	2,82
76	Online Training	Online Training Learn & Share I2RI "Implementasi Virtual Design Construction" (VDC)	Meningkatkan kompetensi jabatan Enhance job competency	1	15	4,70
77	Online Training	Online Training "Peluang & Tantangan Penggunaan Drone dalam Industri" Online Training on "Opportunities & Challenges of Utilizing Drone in the Industry"	Meningkatkan kompetensi jabatan Enhance job competency	1	6	1,88
78	Online Training	Awareness Training on INDI 4.0	Meningkatkan Pengetahuan untuk menuju INDI 4.0 Enhance knowledge towards INDI 4.0	1	24	7,52
79	Online Training	Online Training Aerated Autoclaved Concrete & Geopolymer Online Training on "Aerated Concrete & Geopolymer"	Meningkatkan kompetensi jabatan Enhance job competency	1	9	2,82
80	Online Training	Claim Management	Meningkatkan kompetensi jabatan Enhance job competency	2	2	0,63
81	Online Training	Pencegahan Penyuapan Di Industri Jasa Keuangan Prevention of Bribery in the Financial Services Industry	Meningkatkan kompetensi jabatan Enhance job competency	1	4	1,25
82	Online Training	Dasar-dasar Audit Basics of Auditing	Meningkatkan kompetensi tentang dasar audit Enhance competency in auditing basics	10	111	34,80
83	Online Training	Modul HCM SAP HCM SAP Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	3	0,94
84	Online Training	Analisis Beban Kerja Analysis of Work Load	Meningkatkan kompetensi jabatan Enhance job competency	1	2	0,63
85	Online Training	Online Training on "Certified Profesional in General Affairs"	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	10	3,13
86	Online Training	Sosialisasi dan Bimbingan Teknik Pengisian Wajib Laporan Ketenagakerjaan di Perusahaan dalam Jaringan Socialization and Technical Guidance on Online Submission of the Company Manpower Mandatory Report	Meningkatkan kompetensi jabatan Enhance job competency	1	1	0,31
87	Online Training	FLI Learning Program on Cyber Security	Meningkatkan kompetensi jabatan Enhance job competency	1	2	0,63
88	Online Training	Refreshment Training on PP of SAP Sub-Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	29	9,09



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
89	Online Training	Learn & Share I2RI “Implementasi Lean Construction” Learn & Share I2RI “Implementation of Lean Construction”	Menambah wawasan tentang konstruksi Additional insights on construction	1	8	2,51
90	In House Training	IHT Maintenance Procedure & Repair untuk MV Drive & LV Drive In-House Training on Maintenance Procedures & Repair for MV Drive & LV Drive	Meningkatkan kompetensi jabatan Enhance job competency	1	13	4,08
91	Online Training	Online Training Diklat Pemenuhan & Uji Kompetensi bagi Pengawas Operasional Pertama (POP) pada Pertambangan Online Training on “Competency Fulfillment & Testing for First Operational Supervisors (POP) in Mining”	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
92	Online Training	Online Training Diklat Sertifikasi Operator Mobile Crane Online Training for Mobile Crane Operator	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
93	Online Training	Workshop Metode Kalibrasi Peralatan untuk Penjaminan Mutu Produk Industri Workshop on Equipment Calibration Method for Quality Guarantee of Industrial Product	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	0,63
94	Online Training	Online Training Penulisan Makalah Online Training on Paper Writing	Meningkatkan pengetahuan tata cara penulisan makalah dalam presentasi Enhance knowledge on writing paper for presentation	1	18	5,64
95	In House Training	Instruktur IHT Total Productive Maintenance Instructor In-House Training on Total Productive Maintenance	Sharing session dan mengasah skill mengajar Sharing session and enhancing teaching skills	1	18	5,64
96	In House Training	In-House Training on Total Productive Maintenance	Menambah wawasan tentang total productive maintenance Additional insights on total productive maintenance	12	31	9,72
97	Online Training	Training on Corporate Culture Specialist	Meningkatkan pengetahuan tentang budaya perusahaan Enhance knowledge on corporate culture	1	1	0,31
98	In House Training	Workshop Program Matching Fund Vokasi Kemendikbudristek Workshop on “Vocation Matching Fund Program of the Ministry of Education, Culture, Research and Technology	Menyelaraskan kurikulum dengan PT Synchronizing curriculum with formal higher education	1	5	1,57
99	Online Training	Pelatihan Supply Chain Management Training on Supply Chain Management	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
100	Online Training	Online Training Pengenalan Enterprise Architecture Untuk Pemula Online Training on Introduction of Enterprises Architecture for Beginners	Mengenal tentan arsitektur untuk pemula Introduction to architecture for beginners	1	1	0,31
101	Online Training	Online Training Arahan Teknologi Online Training on Technology Direction	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	9	2,82

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
102	Online Training	Training Bahasa Java Pemrograman Java Fundamental & Java Springboot Training on Javanese Language of Java Fundamental & Java Springboot Program	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	3	0,94
103	Online Training	Webinar TFB 2021 – Dampak Implementasi UU-HPP Webinar on 2021 TFB – Impact of HPP Law Implementation	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft skills	1	2	0,63
104	Online Training	Workshop Penghargaan RINTEK 2021 Workshop on 2021 RINTEK Awards	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft skills	1	1	0,31
105	Online Training	BIMTEK Akbar BSKJI Seri 3 “Self Assessment Sertifikasi Industri Hijau” Technical Guidance on BSKJI Serie 3 “Self –Assessment Certification for Green Industry	Meningkatkan pengetahuan tentang sertifikasi industri hijau Enhance knowledge on green industry certification	1	1	0,31
106	Online Training	Learn & Share I2RI “Membangun Konektivitas dengan Semen yang Ramah Lingkungan” Learn & Share I2RI “Developing Connectivity with Environmentally Friendly Cement”	Sharing session tentang semen yang ramah lingkungan Sharing session on environmentally friendly cement	1	1	0,31
107	Online Training	Penyusunan Makalah TKPMN Writing Paper on TKPMN	Menyusun makalah untuk di lombakan dengan baik Prepare to write good paper competition	1	11	3,45
108	In House Training	Instruktur IHT Penggunaan Aplikasi SMART Inspection Instructor In-House Training on SMART Inspection Application	Sharing session dan mengasah skill mengajar Sharing session on enhancing teaching skills	2	3	0,94
109	Online Training	Penyusunan HIRAC Composing the HIRAC	Mengetahui tata cara menyusun dampak risiko tentang K3 Know how to compile risk impact on occupational health and safety	1	17	5,33
110	Online Training	Audit Berbasis Risiko Risk-Based Audit	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	5	1,57
111	Online Training	Kontribusi Internal Audit Dalam Menjaga Etika & Integritas Untuk Mencapai Tujuan perusahaan Contribution of Internal Audit in Maintaining Ethics and Integrity to Achieving Company Goals	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	4	1,25
112	Online Training	Cross Country Learning Session For Business	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	1	0,31
113	Online Training	Webinar on TAS & TRB Software	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
114	Online Training	BIMTEK Self Assessment INDI 4.0 Technical Guidance on INDO 4.0	Bimbingan tata cara assesment INDI 4.0 Guidance on how conduct INDI 4.0 assesment	1	3	0,94
115	In House Training	In-House Training on Operational Expert Optimizer	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	16	5,02



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
116	In House Training	Instruktur IHT / Workshop Alignment Coupling Instructor In-House Training/ Workshop on Alignment Coupling	Sharing session dan mengasah skill mengajar Sharing session and enhancing teaching skills	1	1	0,31
117	Online Training	Presentasi Temu Karya Mutu & Produktivitas Nasional XXV Presentation of XXV National Quality Work & Productivity Meeting	Mempresentasikan hasil inovasi dengan baik di tingkat nasional Good presentation of innovation results at the national level	1	8	2,51
118	Online Training	Online Training "Solusi Drone untuk Inspeksi di Area Risiko Tinggi" Online Training on "Drone Solution for Inspection in High-Risk Areas"	Meningkatkan pengetahuan cara inspeksi dengan drone Enhance knowledge on how to conduct inspection using drones	1	13	4,08
119	Online Training	Instruktur Pelatihan Keselamatan & Kesehatan Kerja Instructor Training on Occupational Health and Safety	Sharing session dan mengasah skill mengajar Sharing session and enhancing teaching skills	1	4	1,25
120	Online Training	SAP-HCM Modul Training Training on SAP-HCM Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	5	1,57
121	Online Training	Sinergi untuk Negeri Synergy for the Nation	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	11	3,45
122	Online Training	Pelatihan SAP Modul SD Training on SAP SD Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	7	2,19
123	Online Training	Digital Marketing in Digital World	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,31
124	Online Training	Webinar on "Green & Smart Building Implementation"	Meningkatkan kompetensi karyawan Enhance employee competency	1		0,00
125	Online Training	SAP HCM Modul Training Training on SAP HCM Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	1	0,31
126	Online Training	Soft skills for secretaries	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,31
127	In House Training	IHT Pengelolaan Limbah Bahan Berbahaya & Beracun In-House Training on Hazardous & Toxic Waste Management	Meningkatkan pengetahuan tentang pengelolaan limbah berbahaya Enhance knowledge on managing hazardous waste	1	13	4,08
128	Online Training	Making Digital Talent - BUMN Digital Learning Institute	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	7	2,19
129	Online Training	Workshop on Risk Management	Meningkatkan kompetensi karyawan Enhance employee competency	1	21	6,58

Pengembangan Kompetensi Karyawan

Employee Competency Development

Jenjang Jabatan: ADM/OPR/MEC/ELEC/ANL

Position Level: ADM/OPR/MEC/ELEC/ANL

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
1	Online Training	Diklat "Advance Supply Chain Management" Training on "Advance Supply chain Management"	Meningkatkan pengetahuan tentang Supply Chain management Enhance knowledge on Supply chain Management	1	1	0,28
2	Online Training	Online Training SMBR Inovasi Online Training on SMBR Innovation	Meningkatkan pengetahuan tentang inovasi Enhance knowledge on innovation	1	1	0,28
3	Online Training	Kick Off/Initial Cleaning SMBR Innovation	Mengetahui cara pembuatan dan launching circle inovasi Know the means of producing and launching circle of innovation	1	1	0,28
4	Online Training	Online Training on Incremental Innovation	Meningkatkan pengetahuan tentang inovasi Enhance knowledge on innovation	1	1	0,28
5	In House Training	IHT Investigasi & Evaluasi Jalan Beton Emplasment In-House Training on Investigation & Evaluation of Concrete Road Emplastment	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	3	0,85
6	Online Training	Online Training Semen Geopolimer Online Training on Geopolymer Cement	Meningkatkan pengetahuan tentang bermacam semen Enhance knowledge on the various types of cement	1	1	0,28
7	Online Training	Diklat "baturaja Risk Containment" Training on "Baturaja Risk Containment"	Menjadikan Safety sebagai Nilai Budaya Perusahaan yang mampu mendukung produktivitas karyawan Establish Safety as Corporate Culture Value that supports employee productivity	15	182	51,85
8	Online Training	Form Kertas Kerja dan Teknik Analisis Komite Anggaran Primary Activities Working Paper Form and Analysis Technique of Primary Activities Committee	Meningkatkan kompetensi Enhance competency	1	1	0,28
9	Online Training	Online Training Penyusunan PCR & EDP Industri Online Training on Composing Industry's PCR & EDP	Meningkatkan kompetensi Enhance competency	1	1	0,28



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
10	In House Training	In-House Training/Workshop on Cold Splicing	Meningkatkan pengetahuan cara penyambungan belt conveyor dengan metode Cold splicing Enhance knowledge on how to connect conveyor belt by means of cold splicing	2	20	5,70
11	Online Training	Sharing Knowledge Produk Turunan Semen Mortar Sharing Knowledge on Mortar Cement Product Derivatives	Meningkatkan pengetahuan tentang semen dan produk turunannya Enhance knowledge on cement and its product derivatives	1	1	0,28
12	Online Training	Lajata Milenial	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	1	0,28
13	Online Training	Webinar on People Development Through Gamification	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	1	0,28
14	Online Training	Training Penerapan Dasar Management Risiko Training on Basic Implementation of Risk Management	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,28
15	In House Training	Training on AutoCAD	Meningkatkan pengetahuan tentang desain dan merancang gambar memakai komputer Enhance knowledge on design and drawing/ visualization using computer	1	1	0,28
16	Online Training	Training Core Values Akhlak BUMN Training on BUMN AKHLAK Core Values	Meningkatkan pengetahuan tentang Budaya Akhlak BUMN Enhance knowledge on BUMN AKHLAK Culture	9	150	42,74
17	In House Training	Training on Basic ABAP Development SAP S/4HANA	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,28
18	Online Training	Online Training Aplikasi Service Desk Online Training on Service Desk Application	Mengetahui tata cara aplikasi help desk Know how to apply help-desk	6	21	5,98
19	Online Training	Online Training on ODOO Development	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,28
20	Online Training	Memahami Perubahan Peraturan Pajak PPh 21 serta Kaitannya dengan Sistem Payroll SAP Understanding Changes in PPh 21 Tax Regulation and Its Relation to SAP Payroll System	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,28
21	Online Training	OT Pelumas Pertamina Online Training on Pertamina Lubricants	Meningkatkan pengetahuan tentang pelumas Enhance knowledge on lubricants	1	9	2,56
22	Online Training	OT Sertifikasi Operator Mobile Crane Online Training on Mobile Crane Operator	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
23	In House Training	IHT Knowledge Share Digital Lab (recording) In-House Training on Knowledge Share of Digital Lab (recording)	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	5	1,42

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
24	Online Training	Online Training on Green Concrete For Sustainability Application & Future	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	2	0,57
25	Online Training	OT Inovasi Beton Online Training on Concrete Innovation	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	2	0,57
26	Online Training	OT Learn & Share ICRI "Penerapan AFR di SIG" Online Training on Learn & Share ICRI "Implementation of AFR in SIG"	Meningkatkan pengetahuan tentang penerapan alternative Fuel Enhance knowledge on implementation of alternative fuel	1	1	0,28
27	In House Training	In-House Training on "Make-up Beauty"	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	14	3,99
28	Online Training	Sertifikasi PPPA & POPA PPPA & POPA Certification	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	3	0,85
29	Online Training	Implementasi Recording & Studio Baturaja Implementation of Baturaja Recording & Studio	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	5	1,42
30	Online Training	Online Training Update Pajak UU Cipta Kerja & Peraturan Pajak Terbaru Online Training on Updates on Job Creation Law Tax & Latest Tax Regulations	Peningkatan kompetensi karyawan Enhance employee competency	1	1	0,28
31	Online Training	Training Aplikasi E-Learning Training on E-Learning Learning Application	Meningkatkan pengetahuan cara mengelola E learning Enhance knowledge on how to manage e-learning	1	2	0,57
32	In House Training	In-House Training/Workshop on GKM & SS	Meningkatkan pengetahuan cara pembuatan circle dan mempresentasikan makalah Enhance knowledge on how to produce circle and present paper	2	7	1,99
33	Online Training	Online Training "Manajemen AFR" Online Training on "AFR Management"	Meningkatkan pengetahuan tentang penerapan alternative Fuel Enhance knowledge on imlementation of alternative fuel	1	2	0,57
34	Online Training	Online Training Teknologi 3D Printing Mortar dalam Aplikasi Konstruksi Modern di Indonesia Online Training on Mortar 3D Printing Technology in Modern Construction Application in Indonesia	Meningkatkan pengetahuan tentang 3D Printing Mortar Enhance knowledge on Mortar 3D Printing	1	2	0,57
35	Online Training	Pelatihan Awareness & Integration Management Sistem SNI ISO 31000 : 2018 Training on Awareness & Integration of SNI ISO 31000:2018 Management System	Meningkatkan kepedulian dan pengelolaan terhadap system manajemen. Enhance the concern and handling of management system	1	1	0,28
36	Online Training	Online Training Pelumas Mobil Online Training on Automotive Lubricants	Meningkatkan pengetahuan tentang pelumas Enhance knowledge on lubricants	1	13	3,70



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
37	Online Training	Online Training Software Tambang 3DMine Online Training on 3DMine minig Software	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
38	Online Training	Online Training Learn & Share ICRI Pemanfaatan Limbah B3 dari Oil & Gas Company Online Training on Learn & Share ICRI Utilization of B3 Waste from Oil & Gas Companies	Meningkatkan pengetahuan tentang pemanfaatan limbah Enhance knowledge on waste utilization	1	2	0,57
39	Online Training	Online Training Tantangan dan Peluang Penggunaan FAN yang Efisien dalam Industri Online Training on Challenges and Opportunities in Utilizing FAN Efficiently in the Industry	Meningkatkan pengetahuan tentang Fan Enhance knowledge on FAN	1	1	0,28
40	Online Training	Online Training Learn & Share ICRI Pemanfaatan AFR Online Training on Learn & Share ICRI Utilization of AFR	Meningkatkan pengetahuan tentang penerapan alternative Fuel Enhance knowledge on implementation of alternative fuel	1	2	0,57
41	Online Training	Sharing Session on "Women's Leader Empowerment"	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	4	1,14
42	Online Training	Online Training on Kiln Alignment	Meningkatkan kompetensi karyawan Enhance employee competency	1	12	3,42
43	In House Training	In-House Training/Workshop on Alignment Coupling	Meningkatkan pengetahuan tata cara alignment yang baik dan benar Enhance knowledge on how to conduct alignment properly and correctly	3	26	7,41
44	Online Training	Online Training Pemanfaatan AFR di PT. Semen Baturaja (Persero) Tbk Online Training on Utilization of AFR di PT Semen Baturaja (Persero) Tbk	Meningkatkan pengetahuan tentang penerapan alternative Fuel Enhance knowledge on implementation of alternative fuel	1	2	0,57
45	Online Training	Online Training Kiat Menurunkan Emisi Karbon dari Sumber Industri Online Training on "Tips to Reduce Carbon Emission from Industrial Sources"	Meningkatkan Pengetahuan tentang emisi karbon Enhance knowledge on carbon emission	1	1	0,28
46	Online Training	Online Training on CCNA - Fast Track - Routing and Switching: Mastering Series	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
47	Online Training	Online Training on BUMN USKP ABCD Tax Review Forum	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,28
48	Online Training	Refreshment Training SAP Sub Modul Travel Management Refreshment Training on Travel Management of SAP Sub-Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	7	1,99
49	Online Training	Refreshment Training on SAP CO Sub-Modul	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	5	1,42
50	Online Training	Webinar Nasional New Normal Dengan "Blended Learning" Webinar of National New Normal with Blended Learning	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	1	0,28

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
51	Online Training	Sertifikasi Pengendalian Pencemaran Limbah B3 Certification for B3 Waste Pollution Control	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
52	Publik Training	Diklat & Uji Kompetensi Pelaksanaan Peledakan pada Tambang Terbuka Mineral & Batubara (Juru Ledak Kelas II) Competency Training & Competency Test for Blasting in Mineral & Coal Open Mines (Class II Explosives)	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
53	Online Training	Sertifikasi Manager LB3 LB3 Manager Certification	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	2	0,57
54	Online Training	Sertifikasi Operator LB3 LB3 Operator Certification	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
55	Online Training	Refreshment Training SAP Sub Modul SD (Sales and Delivery Order) Refreshment Training on SAP SD (Sales and Delivery Order) Sub-Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	6	1,71
56	Online Training	Refreshment Training SAP Sub Modul FM Refreshment Training on SAP FM Sub-Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	4	1,14
57	Online Training	Online Training on System Analysis & Design Fundamentals	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	1	0,28
58	Online Training	Refreshment Training SAP Sub Modul MM Refreshment Training on SAP MM Sub-Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	3	0,85
59	In House Training	Sertifikasi Pemadam Kebakaran Kelas D Certification for Class D Fire Extinguisher	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
60	Online Training	Bimtek KPK Corruption Eradication Commission(KPK) Technical Guidance	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,28
61	Online Training	Sosialisasi Pengelolaan Limbah Bahan Berbahaya dan Beracun dan Limbah Non B3 berdasarkan PP 22 Tahun 2021 dan Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 6 Tahun 2021 menuju Indonesia Tangguh, Indonesia Tumbuh Socialization on Hazardous and Toxic Waste and Non-B3 Waste Management based on PP 22 of Year 2021 and Minister of Environment and Forestry Regulation No. 6 of Year 2021 towards Indonesia Resilient, Indonesia Grows	Meningkatkan kompetensi karyawan Enhance employee competency	1	3	0,85



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
62	Online Training	Online Training Pengenalan Beton untuk Konstruksi Dermaga Apung dan Penerapan Teknologi Beton Apung Modular Online Training on Introduction of Concrete for Floating Pier construction and Implementation on Modular Floating Concrete Technology	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	1	0,28
63	Online Training	Online Training Learn & Share I2RI "Implementasi Virtual Design Constructoon" (VDC) Online Training on Learn & Share I2RI "Implementation of Virtual Design Construction (VDC)"	Sharing session tentang desain konstruksi Sharing session on construction design	1	1	0,28
64	Online Training	Online Training "Peluang & Tantangan Penggunaan Drone dalam Industri" Online Training on "Opportunities and Challenges in Using Drones in the Industry"	Meningkatkan pengetahuan tentang inspeksi memakai drone Enhance knowledge on conducting inspection using drones	1	3	0,85
65	Online Training	Awareness Training on INDI 4.0	Meningkatkan Pengetahuan untuk menuju INDI 4.0 Enhance knowledge towards INDI 4.0	1	7	1,99
66	Online Training	Online Training on Aerated Autoclaved Concrete & Geopolymer	Meningkatkan pengetahuan tentang beton Enhance knowledge on concrete	1	2	0,57
67	Online Training	Analisis Beban Kerja Analysis of Work Load	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,28
68	Online Training	Refreshment SAP Sub Modul PP Refreshment Training on SAP PP Sub-Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	11	3,13
69	In House Training	IHT Maintenance Procedure & Repair untuk MV Drive & LV Drive In-House Training on Maintenance Procedures & Repair for MV Drive & LV Drive	Meningkatkan kompetensi karyawan Enhance employee competency	1	14	3,99
70	Online Training	Workshop Metode Kalibrasi Peralatan untuk Penjaminan Mutu Produk Industri Workshop on Equipment Calibration Method for Quality Guarantee of Industrial Product	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,28
71	Online Training	Online Training Penulisan Makalah Online Training on Compose/ Writing Paper	Meningkatkan pengetahuan tentang cara penulisan makalah yang baik Enhance knowledge on how to compose/write good paper	1	8	2,28
72	In House Training	In-House Training on Total Productive Maintenance (TPM)	Meningkatkan pengetahuan tentang TPM Enhance knowledge on TPM	12	104	29,63
73	Online Training	Online Training Arahan Teknologi Online Training on Technology Direction	Meningkatkan kompetensi karyawan Enhance employee competency	1	3	0,85
74	Online Training	Training Bahasa Java Pemrograman Java Fundamental & Java Springboot Training on Javanese language - Java Fundamental & Java Springboot Programming	Meningkatkan kompetensi karyawan Enhance employee competency	1	2	0,57

Pengembangan Kompetensi Karyawan

Employee Competency Development

No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
75	Online Training	Webinar TFB 2021 – Dampak Implementasi UU-HPP Webinar on 2021 TFB – Impact of HPP Law Implementation	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,28
76	Online Training	Penyusunan Makalah TKPMN Composing Paper on TKPMN	Pembuatan makalah untuk presentasi di tingkat nasional Composing paper for presentation at the national level	1	1	0,28
77	In House Training	IHT Penggunaan Aplikasi SMART Inspection In-House Training on the Use of SMART Inspection Application	Meningkatkan pengetahuan tentang inspeksi dengan aplikasi Enhance knowledge on conducting inspection with application	2	16	4,56
78	Online Training	Penyusunan HIRARC Composing HIRARC	Mengetahui tata cara menyusun dampak risiko tentang K3 Know how to compose risk impact on Occupational Health & Safety	1	11	3,13
79	Publik Training	Diklat Sertifikasi Juru Ukur Tambang Training on Certification for Mining Measuring Official	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	1	0,28
80	Online Training	Webinar on TAS & TRB Software	Meningkatkan kompetensi karyawan Enhance employee competency	1	2	0,57
81	In House Training	In-House Training on Operational Expert Optimizer	Meningkatkan kompetensi karyawan Enhance employee competency	1	4	1,14
82	Online Training	Presentasi Temu Karya Mutu & Produktivitas Nasional XXV Presentation on XXV National Quality Work & Productivity Meeting	Presentasi tentang inovasi di tingkat nasional Presentation on innovation at the national level	1	1	0,28
83	Online Training	Online Training “Solusi Drone untuk Inspeksi di Area Risiko Tinggi” Online Training on “Drone Solution for Inspection in High-Risk Areas”	Meningkatkan kompetensi karyawan Enhance employee competency	1	4	1,14
84	In House Training	Sertifikasi Operator CCR Certification for CCR Operator	Pemenuhan kompetensi persyaratan jabatan Competency prerequisite for job requirement	1	6	1,71
85	Online Training	SAP-HCM Modul Training Training on SAP-HCM Module	Me-refresh pengetahuan tentang SAP Refresh knowledge on SAP	1	3	0,85
86	Online Training	Sinergi untuk Negeri Synergy for the Nation	Meningkatkan pengetahuan di bidang soft skill Enhance knowledge in the field of soft-skills	1	3	0,85
87	Online Training	Digital Marketing in Digital World	Meningkatkan kompetensi karyawan Enhance employee competency	1	1	0,28
88	Online Training	Soft skill for secretaries	Meningkatkan kompetensi karyawan Enhance employee competency	1	3	0,85



No.	Jenis Pelatihan Type of Training	Program Pelatihan Training Program	Tujuan Pelatihan Training Objective	Jumlah Pelatihan Number of Training	Jumlah Peserta Number of Participants	% Per Level Jabatan % Per Position Level
89	In House Training	IHT Pengelolaan Limbah Bahan Berbahaya & Beracun In-House Training on Hazardous & Toxic Waste Management	Meningkatkan kompetensi karyawan Enhance employee competency	1	16	4,56
90	Online Training	Making Digital Talent - BUMN Digital Learning Institute	Meningkatkan kompetensi karyawan Enhance employee competency	1	8	2,28
91	Online Training	Workshop on Risk Management	Meningkatkan kompetensi karyawan Enhance employee competency	1	8	2,28

Pendidikan dan/atau Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, Audit Internal, dan Manajemen Risiko

Education and/or Training of The Board of Commissioners,
The Board of Directors, Committees, Corporate Secretary, Internal
Audit and Risk Management Units

Pengembangan Kompetensi Dewan Komisaris

Competency Development of the Board of Commissioners

No.	Nama Peserta dan Jabatan Name and Position of Participant	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Franciscus M.A. Sibarani* Komisaris Utama President Commissioner	-	-	-
2	Oke Nurwan* Komisaris Commissioner	-	-	-
3	Darusman Mawardi* Komisaris Independen Independent Commissioner	-	-	-
4	Chowadja Sanova Komisaris Independen Independent Commissioner	Onboarding Commissioner Program Angkatan 2 Tahun 2021 Onboarding Commissioner Program – Batch 2 of 2021	01 Oktober sd 17 Nopember 2021, Virtual Class Aplikasi Zoom Meeting 01 October until 17 November 2021, Virtual Class Zom Meeting Application	FHCI (Forum Human Capital Indonesia)
5	Endang Tirtana** Komisaris Independen Independent Commissioner	Sosialisasi <i>Updating Talent Pool</i> Direksi BUMN Socialization on Updating BUMN Board of Directors Talent Pool <i>Sharing Session</i> Manajemen Risiko BUMN Karya, Minerba dan Perbankan - Virtual melalui Aplikasi <i>Zoom Meeting</i> - Kementerian BUMN Sharing Session of Risk Management of BUMN Karya, Minerba and Banking- Virtually via Zoom Meeting Application - Ministry of BUMN Onboarding Commissioner Program Angkatan 1 Tahun 2021 Onboarding Commissioner Program – Batch 1 of 2021 Sosialisasi Peraturan Menteri BUMN Nomor Per-11/ MBU/07/2021 dan Per-13/MBU/09/2021 Socialization of BUMN Minister Regulation No. Per-11/MBU/07/2021 and Per-13MBU/09/2021	17 Februari 2021 17 February 2021 24 Mei 2021 24 May 2021 09 Juni sd 07 Juli 2021, Virtual Class Aplikasi Zoom Meeting 09 June - 07 July 2021, Virtual Class (Zoom Meeting Application) 19 November 2021 19 November 2021	Kementerian BUMN Ministry of BUMN FHCI (Forum Human Capital Indonesia) KBUMN Indonesian Human Capital Forum of Ministry of Ministry of BUMN Kementerian BUMN Ministry of BUMN

* Tidak terdapat pelatihan pada tahun buku | There is no training in the financial year

**Menjabat hingga 29 Desember 2021 | Served until 29 December 2021

Pengembangan Kompetensi Direksi

Competency Development of the Board of Directors

No.	Nama Peserta dan Jabatan Name and Position of Participant	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Jobi Triananda Hasjim Direktur Utama President Director	Webinar Penanggulangan Paham Radikalisme di Lingkungan BUMN Webinar on Countering Radicalism in BUMN Environment Webinar 11th Kompas100 CEO Forum "Let's Collaborate; Rising In Pandemic Era" Webinar on the 11th Kompas100 CEO Forum "Let's Collaborate: Rising in Pandemic Era"	20 Januari 2021 20 January 2021 21 Januari 2021 21 January 2021	Kementerian BUMN Ministry of BUMN KOMPAS



No.	Nama Peserta dan Jabatan Name and Position of Participant	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
2	Daconi Direktur Produksi dan Pengembangan Production and Development Director	Webinar Change of Business Ethics and Trust in the Time of Pandemic Webinar on "Change of Business Ethics and Trust in Time of Pandemic"	03 Februari 2021 03 February 2021	RUMI (Rumah Mentor Indonesia) RUMI (Indonesia House of Mentor)
		Webinar KPK RI "Mewujudkan Dunia Usaha Tanpa Korupsi" Webinar on the Corruption Eradication Commission of the Republic of Indonesia "Establishing the Business World With No Corruption"	28 April 2021 28 April 2021	KPK RI Corruption Eradication Commission of the Republic of Indonesia
		Webinar CEO Talk "Cracking The Transformation Secret" Webinar on CEO Talk "Cracking the Transformation Secret"	15 Juli 2021 15 July 2021	Indonesia Finance Learning Institute
		Webinar Penanggulangan Paham Radikalisme di Lingkungan BUMN Webinar on Handling Radicalism in BUMN Environment	20 Januari 2021 20 January 2021	Kementerian BUMN BUMN Ministry
		Webinar Mandiri Investment Forum 2021-The Largest Investment Forum In Indonesia Webinar on 2021 Mandiri Investment Forum – The Largest Investment Forum in Indonesia	03 Februari 2021 03 February 2021	Mandiri Sekuritas
3	M. Jamil Direktur Keuangan & Manajemen Risiko Finance & Risk Management Director	Webinar dan Expo dan Virtual Expo "Sinergi Untuk Negeri" Webinar and Expo and Virtual Expo on "Synergy for the Nation"	22-23 November 2021 22-23 November 2021	Telkomsel
		Program Profesi Insinyur Fakultas Teknik Universitas Gadjah Mada (UGM) Engineering Profession Program, Faculty of Engineering of Universitas Gadjah Mada (UGM)	07 Desember 2021 07 December 2021	Universitas Gadjah Mada (UGM)
		Webinar 11th Kompas 100 CEO Forum "Let's Collaborate; Rising in Pandemic Era" Webinar on 11th Kompas 100 CEO Forum "Let's Collaborate: Rising in Pandemic Era"	21 Januari 2021 21 January 2021	KOMPAS
		Pelatihan MCK Academy MCK Academy Training	25 Juni 2021 25 June 2021	Kementerian BUMN BUMN Ministry
		MCK Academy-Advanced Analytics for Business Financial Zoominars dan Penyerahan Indonesia Finance Awards-IV-2021 Financial Zoominars and Delivery of the IV 2021 Indonesian Finance Awards	24 September 2021 24 September 2021 19 November 2021 19 November 2021	Kementerian BUMN BUMN Ministry Economic Review
4	Mukhamad Saifudin Direktur Pemasaran Marketing Director	Webinar 11th Kompas 100 CEO Forum "Let's Collaborate; Rising in Pandemic Era" Webinar on 11th Kompas 100 CEO Forum "Let's Collaborate: Rising in Pandemic Era"	21 Januari 2021 21 January 2021	KOMPAS
		Sharing Session tentang Quarterly Economic Review 2021 Sharing Session on 2021 Quarterly Economic Review	04 Mei 2021 04 May 2021	Economic Review
		Gajah Expert Forum Series: Pembiayaan Berkelanjutan Jalan Tol di Indonesia Gajah Expert Forum Series : Sustainable Financing of Indonesia's Toll Roads	15 Desember 2021 15 December 2021	Kementerian PUPR Public Works and Public Housing Ministry
		Webinar Penanggulangan Paham Radikalisme di Lingkungan BUMN Webinar on Handling Radicalism in BUMN Environment	20 Januari 2021 20 January 2021	Kementerian BUMN BUMN Ministry
5	Amrullah Direktur Umum & SDM General Affairs & Human Resources Director	Webinar 11th Kompas 100 CEO Forum "Let's Collaborate; Rising in Pandemic Era" Webinar on 11th Kompas 100 CEO Forum "Let's Collaborate: Rising in Pandemic Era"	21 Januari 2021 21 January 2021	KOMPAS

Pendidikan dan/atau Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, Audit Internal, dan Manajemen Risiko

Education and/or Training of The Board of Commissioners, The Board of Directors, Committees, Corporate Secretary, Internal Audit and Risk Management Units

No.	Nama Peserta dan Jabatan Name and Position of Participant	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
		Webinar, Talkshow and Virtual Expo BUMN Digital Academy Program Batch 1 Webinar, Talkshow and Virtual Expo on BUMN Digital Academy Program Batch 1	19 Maret 2021 19 March 2021	Indonesia Telecommunication and Digital Research Institute (ITDRI)
		Seminar Outlook Ekonomi "Semester 2; Maju Tak Gentar atau Maju Gemetar" Seminar on Economic Outlook "Semester 2 – Move Forward Fearless or Move Forward In Fear"	21 Juli 2021 21 July 2021	Asosiasi Dana Pensiun Indonesia Indonesia Pension Fund Association
		Talkshow BUMN Muda-Merdeka berkarya berkontribusi untuk Indonesia Talkshow on the Young-Free BUMN Working to Contribute to Indonesia	25 Agustus 2021 25 August 2021	Kementerian BUMN BUMN Ministry
		Sosialisasi Optimalisasi Pelaksanaan Program Jaminan Sosial Ketenagakerjaan pada BUMN Socialization on Optimizing the Implementation of Manpower Social Security Program in BUMN	31 Agustus 2021 31 August 2021	Kementerian BUMN BUMN Ministry
		Sosialisasi Keputusan Menteri BUMN Nomor SK-394/MBU/XII/2021 tanggal 8 Desember 2021 tentang Pedoman Pelaksanaan Asesmen bagi Talenta Direksi BUMN Socialization on the Minister of BUMN Decision No. SK-394/MBU/XII/2021 dated 8 December 2021 on the Guidelines for the Assessment Implementation on BUMN Board of Directors Talents	08 Desember 2021 08 December 2021	Kementerian BUMN BUMN Ministry

Pengembangan Kompetensi Komite Audit

Competency Development of The Audit Committee

No.	Nama Peserta dan Jabatan Name and Position of Participant	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Darusman Mawardi * Ketua Komite Audit Chairman of the Audit Committee	-	-	-
2	Muhammad Imran Anggota Komite Audit Member of the Audit Committee	Effective Technique for Internal Audit	28-29 Agustus 2021, Virtual Class Aplikasi Zoom Meeting 29-29 August 2021, Virtual Class (Zoom Meeting Application)	SPA Feb-UI
		Fraud Prevention and Detection for Non Auditor	4 September 2021, Virtual Class Aplikasi Zoom Meeting 4 September 2021, Virtual Class (Zoom Meeting Application)	Ikatan Komite Audit Indonesia (IKAI) Indonesian Audit Committee Association
		Tanggung Jawab Komite Audit saat Perseroan tersangkut masalah Hukum terkait laporan Keuangan Responsibility of the Audit Committee at the time when the Company was involved in legal issues related to the Financial Statement	23 September 2021, Virtual Class Aplikasi Zoom Meeting 23 September 2021, Virtual Class (Zoom Meeting Application)	Ikatan Komite Audit Indonesia (IKAI) Indonesian Audit Committee Association
		Risk-Based Audit	8-10 November 2021, Virtual Class Aplikasi Zoom Meeting 8-10 November 2021, Virtual Class (Zoom Meeting Application)	PT Citra Solusi Manajemen
3	Mansyursyah Nasution Anggota Komite Audit Member of the Audit Committee	Effective Technique for Internal Audit	28-29 Agustus 2021, Virtual Class Aplikasi Zoom Meeting 28-29 August 2021, Virtual Class (Zoom Meeting Application)	SPA FEB-BEM FEUI SPA FEB – BEM Faculty of Economics, Universitas Indonesia
		Fraud Prevention and Detection for Non Auditor	4 September 2021, Virtual Class Aplikasi Zoom Meeting 4 September 2021, Virtual Class (Zoom Meeting Application)	Ikatan Komite Audit Indonesia (IKAI) Indonesian Audit Committee Association



No.	Nama Peserta dan Jabatan Name and Position of Participant	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
		Sosialisasi SK Nomor SK-103/MBU/03/2021 tentang Kriteria Kantor Akuntan Publik, Kantor Jasa Penilai Publik dan Kantor Konsultan Aktuaria pada Badan Usaha Milik Negara Socialization of Decision Letter No. SK-103/MBU/03/2021 regarding the Criteria for Public Accounting Office, Public Appraisal Service Office and Actuarial Consulting Office of State-Owned Enterprises (BUMN)	14 September 2021 14 September 2021	Kementerian BUMN Ministry of BUMN
		Tanggung Jawab Komite Audit saat Perseroan tersangkut masalah Hukum terkait laporan Keuangan Responsibility of the Audit Committee when the Company was involved in a legal dispute related to the Financial Report	23 September 2021, Virtual Class Aplikasi Zoom Meeting 23 September 2021, Virtual Class (Zoom Meeting Application)	Ikatan Komite Audit Indonesia (IKAI) Indonesian Audit Committee Association
		Risk Based Audit	8-10 November 2021, Virtual Class Aplikasi Zoom Meeting 8-10 November 2021, Virtual Class (Zoom Meeting Application)	PT Citra Solusi Manajemen

*) Tidak terdapat pelatihan pada tahun buku | There is no training program during the year under report

Pengembangan Kompetensi Komite Nominasi dan Remunerasi

Competency Development of The Nomination and Remuneration Committee

No.	Nama Peserta dan Jabatan Name and Position of Participant	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Endang Tirtana * Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee	Sosialisasi <i>Updating Talent Pool</i> Direksi BUMN Socialization on Updating BUMN Board of Directors Talent Pool	17 Februari 2021 17 February 2021	Kementerian BUMN Ministry of BUMN
		<i>Sharing Session</i> Manajemen Risiko BUMN Karya, Minerba dan Perbankan - Virtual melalui Aplikasi <i>Zoom Meeting</i> - Kementerian BUMN Sharing Session of Risk Management of BUMN Karya, Minerba and Banking-Virtually via Zoom Meeting Application - Ministry of BUMN	24 Mei 2021 24 May 2021	
		Onboarding Commissioner Program Angkatan 1 Tahun 2021 Onboarding Commissioner Program - Batch 1 of 2021	09 Juni sd 07 Juli 2021, Virtual Class Aplikasi Zoom Meeting 09 June - 07 July 2021, Virtual Class (Zoom Meeting Application)	FHCI (Forum Human Capital Indonesia) KBUMN Indonesian Human Capital Forum of Ministry of Ministry of BUMN
		Sosialisasi Peraturan Menteri BUMN Nomor Per-11/MBU/07/2021 dan Per-13/MBU/09/2021 Socialization of BUMN Minister Regulation No. Per-11/MBU/07/2021 and Per-13MBU/09/2021	19 November 2021 19 November 2021	Kementerian BUMN Ministry of BUMN
2	Oke Nurwan ** Sekretaris Komite Nominasi dan Remunerasi Secretary of the Nomination and Remuneration Committee	-	-	-
3	Franciscus M.A. Sibarani ** Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	-	-	-

Pendidikan dan/atau Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, Audit Internal, dan Manajemen Risiko

Education and/or Training of The Board of Commissioners, The Board of Directors, Committees, Corporate Secretary, Internal Audit and Risk Management Units

No.	Nama Peserta dan Jabatan Name and Position of Participant	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
4	Darusman Mawardi ** Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	-	-	-

^{*)} Menjabat hingga 29 Desember 2021 | Served until 29 December 2021

^{**)} Tidak terdapat pelatihan pada tahun buku | There is no training program during the year under report

Pengembangan Kompetensi Komite Manajemen Risiko

Competency Development of The Risk Management Committee

No.	Nama Peserta dan Jabatan Name and Position of Participant	Jenis Pelatihan Type of Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Chowadja Sanova Ketua Komite Manajemen Risiko Chairman of the Risk Management Committee	Onboarding Commissioner Program Angkatan 1 Tahun 2021 Onboarding Commissioner Program – Batch 1 of 2021	01 Oktober sd 17 Nopember 2021, Virtual Class Aplikasi Zoom Meeting 01 October – 17 November 2021, Virtual Class (Zoom Meeting Application)	FHCI (Forum Human Capital Indonesia) KBUMN Indonesian Human Capital Forum of Ministry of Ministry of BUMN
		Tanggung Jawab Komite Audit saat Perseroan tersangkut masalah Hukum terkait laporan Keuangan Responsibility of the Audit Committee at the time the Company was involved in a legal dispute related to the Financial Report	23 September 2021, Virtual Class Aplikasi Zoom Meeting 23 September 2021, Virtual Class (Zoom Meeting Application)	Ikatan Komite Audit Indonesia (IKAI) Indonesian Audit Committee Association
2	Fahmi Anhar Nurdianto Anggota Komite Manajemen Risiko Member of the Risk Management Committee	Focus Group Discussion Penguatan Manajemen Risiko BUMN Focus Group Discussion on Strengthening BUMN Risk Management	24 Mei 2021 24 May 2021	Kementerian BUMN Ministry of BUMN
		Sosialisasi Peraturan Menteri BUMN Nomor Per-11/MBU/07/2021 dan Per-13/MBU/09/2021 Socialization of BUMN Minister Regulation No. Per-11/MBU/07/2021 and Per-13MBU/09/2021	19 November 2021 19 November 2021	Kementerian BUMN Ministry of BUMN
		Arahan Pelaksanaan Program TJSL di Tahun 2022 Directives on the Implementation of TJSL Program in 2022	27 Desember 2021 27 December 2021	Kementerian BUMN Ministry of BUMN
3	Kokok Herdhianto Dirgantoro * Anggota Komite Manajemen Risiko Member of the Risk Management Committee	-	-	-

^{*)} Tidak terdapat pelatihan pada tahun buku | There is no training program during the year under report

Pengembangan Kompetensi Sekretariat Dewan Komisaris

Secretariat of The Board of Commissioners Competency Development

No	Nama Peserta dan Jabatan Name and Position of Participant	Jenis pelatihan Type of training	Tanggal Date	Penyelenggara Organizer
1	Hera Zera Sekretaris Dewan Komisaris Secretariat of The Board of Commissioners	BUMN Digital Academy Program Batch 1; Product Validation (PV) Phase BUMN Digital Academy Program Batch 1; Product Validation (PV) Phase	Desember 2020-Maret 2021 December 2020-March 2021	Indonesia Telecommunication and Digital Research Institute (ITDRI)
		Webinar Insight KBUMN #6 : Peran BUMN dalam pengembangan UMKM Webinar on KBUMN Insight #6: The role of SOEs in developing MSMEs	17 Maret 2021 17 March 2021	Kementerian BUMN Ministry of SOEs



No	Nama Peserta dan Jabatan Name and Position of Participant	Jenis pelatihan Type of training	Tanggal Date	Penyelenggara Organizer
		Webinar INSIGHT KBUMN #10 - Membangun Keunggulan BUMN melalui "BUMN Center of Excellence" KBUMN INSIGHT Webinar #10 - Building BUMN Excellence through "BUMN Center of Excellence"	16 Juli 2021 16 July 2021	Kementerian BUMN Ministry of SOEs

Pengembangan Kompetensi Sekretaris Perusahaan

Competency Development of The Corporate Secretary

No.	Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Doddy Irawan Vice President Corporate Secretary	Business Continuity Management	10 Maret 2021 10 March 2021	Risk Workshop International
		Webinar Nasional Dunia Usaha KPK / National Webinar on the Business World of the Corruption Eradication Commission	28 April 2021 28 April 2021	Komisi Pemberantasan Korupsi (KPK) Corruption Eradication Commission
		Writing Skill	29 Juli 2021 29 July 2021	Indonesia Corporate Secretary Association (ICSA)
		DDP Training	9 & 12 Agustus 2021 9 & 12 August 2021	PPM Manajemen
		GRI- CDP Advanced Seminar: ESG Risk Analysis and Management	21-22 Oktober 2021 21-22 October 2021	Indonesia Corporate Secretary Association (ICSA)
		CEO Networking & FGD Risk Maturity Level 2021	16 November 2021 16 November 2021	Indonesia Stock Exchange (IDX) - Otoritas Jasa Keuangan (OJK)
		Pengenalan Aspek ESG sebagai salah satu Penunjang Bisnis Berkelanjutan Introducing ESG Aspect as one of sustainable Business Supports	19 November 2021 19 November 2021	Indonesia Corporate Secretary Association (ICSA)
		Capital Market Webinar	1 Desember 2021 1 December 2021	Indonesia Stock Exchange (IDX) - GRI Indonesia
		Best Practice Tata Kelola Perusahaan Berdasarkan Asean CG Scorecard Corporate Governance Best Practice Based on Asean CG Scorecard	9 Desember 2021 9 December 2021	Indonesia Corporate Secretary Association (ICSA)

Pengembangan Kompetensi Unit Audit Internal

Competency Development of The Internal Audit Unit

No.	Jenis Pendidikan dan Pelatihan Type of Education and Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Dasar Penerapan Manajemen Risiko Basis of Implementation of Risk Management	8 Maret 2021, Virtual Class 8 March 2021, Virtual Class	The Institute of Internal Audit Indonesia (IIA)
2	Peran Audit Internal Dalam Mengawal Organisasi menuju Transformasi Digital Di ERA Kenormalan Baru The Role of Internal Audit in Leading the Organization Towards Digital Transformation in the New Normal Era	17 April 2021, Virtual Class 17 April 2021, Virtual Class	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation
3	Pemahaman & Implementasi Sistem Manajemen Anti Penyuapan Berdasarkan ISO 37001:2016 (Di lingkungan Pemerintah, BUMN, BLU dan Penyedia Barang/Jasa) Understanding & Implementation of Anti-Bribery Management System Based on ISO 37001:2016 (within the environment of the Government, BUMN, BLU and Suppliers of Goods/Services)	4-7 Mei 2021, Virtual Class 4-7 May 2021, Virtual Class	Lembaga Pengembangan dan Konsultasi Nasional (LPKN) National Development and Consultation Institute
4	Awareness & Integration Management SNI ISO 31000:2018	05-06 Mei 2021, Virtual Class 05-06 May 2021, Virtual Class	Badan Standardisasi Nasional (BSN) National Standardization Board

Pendidikan dan/atau Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, Audit Internal, dan Manajemen Risiko

Education and/or Training of The Board of Commissioners, The Board of Directors, Committees, Corporate Secretary, Internal Audit and Risk Management Units

No.	Jenis Pendidikan dan Pelatihan Type of Education and Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
5	Komunikasi & Psikologi Audit Communication & Psychology Audit	21-29 Juni 2021, Virtual Class 21-29 June 2021, Virtual Class	Pusat Pengembangan Akuntansi & Keuangan (PPA&K) Center for Development of Accounting & Finance
6	Dasar-dasar Audit Basics of Auditing	21-30 Juni 2021, Virtual Class 21-30 June 2021, Virtual Class	Pusat Pengembangan Akuntansi & Keuangan (PPA&K) Center for Development of Accounting & Finance
7	Teknik Audit Internal Sistem Manajemen SNI ISO 19011 : 2018 Internal Audit Management System Technique SNI ISO 19011 : 2018	24-26 Agustus 2021, Virtual Class 24-26 August 2021, Virtual Class	Badan Standarisasi dan Kebijakan Jasa Industri Kementerian Perindustrian Standardization and Policy of the Services Industry Board of the Ministry of Industry
8	Pelatihan Antikorupsi Lanjutan SPI BUMN Advanced Training on Anti-Corruption of SPI BUMN	24-26 Agustus 2021, Virtual Class 24-26 August 2021, Virtual Class	Pusat Edukasi Anti Korupsi Center for Education on Anti-Corruption
9	Certified Profesional Risk Management	29 Agustus 2021, Virtual Class 29 August 2021, Virtual Class	Revolution Mind Indonesia
10	Deteksi & Pencegahan Korupsi Detection & Prevention of Corruption	14 September 2021, Virtual Class 14 September 2021, Virtual Class	Badan Pemeriksaan Keuangan Republik Indonesia Financial Audit Agency of the Republic of Indonesia
11	Pencegahan Penyuapan Di Industri Jasa Keuangan Prevention of Bribery in the Financial Services Industry	18 September 2021, Virtual Class 18 September 2021, Virtual Class	Otoritas Jasa Keuangan (OJK) Financial Services Authority
12	Perkembangan Inovasi Keuangan Digital dan Waspada Investasi Ilegal Di Indonesia Development of Digital Financial Innovation and Awareness of Illegal Investment in Indonesia	07 Oktober 2021, Virtual Class 07 October 2021, Virtual Class	Otoritas Jasa Keuangan (OJK) Financial Services Authority
13	Pengelolaan Tugas-tugas Audit Management of Audit Tasks	19-29 Oktober 2021, Virtual Class 19-29 October 2021, Virtual Class	Pusat Pengembangan Akuntansi & Keuangan (PPA&K) Accounting & Finance Development Center
14	Awareness & Internal Audit ISO 9001:2015, ISO 14001:2015, & ISO 45001:2018	6 November 2021, Virtual Class 6 November 2021, Virtual Class	Principal Consultant ACM
15	Risk-Based Audit	8-10 November 2021, Virtual Class 8-10 November 2021, Virtual Class	PT Citra Solusi Management
16	Kontribusi Internal Audit Dalam Menjaga Etika & Integritas Untuk Mencapai Tujuan perusahaan Contribution of the Internal Audit in Maintaining Ethics & Integrity to Achieve Company Goals	24 November 2021, Virtual Class 24 November 2021, Virtual Class	The Institute Of Internal Auditor Indonesia (IIA)
17	Workshop Tata Kelola, Kerangka Kerja, dan Proses Manajemen Risiko Workshop on Governance, Framework, and Risk Management	30 Desember 2021, Virtual Class 30 December 2021, Virtual Class	RWI Consulting

Pengembangan Kompetensi Unit Kerja Manajemen Risiko

Competency Development of The Risk Management Work Unit

No.	Jenis Pendidikan dan Pelatihan Type of Education and Training	Tanggal dan Kota Pelaksanaan Date and Place of Training	Penyelenggara Organizer
1	Penerapan Dasar Manajemen Risiko Basic Implementation of Risk Management	22 Februari 2021, Via Zoom Meeting 22 February 2021, Via Zoom Meeting	PT Semen Baturaja (Persero) Tbk
2	Awareness & Integration Management SNI ISO 31000:2018	05-06 Mei 2021, Via Zoom Meeting 05-06 May 2021, Via Zoom Meeting	Badan Standardisasi Nasional (BSN) National Standardization Board
3	Training Modul on Risk Management	27-28 Oktober, 3-4, 10-11, 17 November, dan 02 Desember 2021, Via Zoom Meeting 27-28 October, 3-4, 10-11, 17 November, and 02 December 2021, Via Zoom Meeting	Indonesia Infrastructure Learning Institute (I2LI) - Kementerian BUMN Ministry of BUMN
4	Audit Berbasis Risiko Risk-Based Audit	8-10 November 2021 8-10 November 2021	PT Citra Solusi Management
5	Workshop on Risk Management	30 Desember 2021, Via Zoom Meeting 30 December 2021, Via Zoom Meeting	RWI Consulting



Komposisi Pemegang Saham

Shareholders Composition

Hingga berakhirnya tahun buku 2021, jumlah saham PT Semen Baturaja (Persero) Tbk sebanyak 9.932.534.336 lembar dengan komposisi kepemilikan sebagai berikut:

By the end of fiscal year 2021, total share of PT Semen Baturaja (Persero) Tbk was recorded at 9,932,534,336 shares with the ownership composition as follows:

Komposisi Pemegang Saham

Shareholders Composition

Nama Pemegang Saham Name of Shareholders	Jumlah Kepemilikan Total Shares	Persentase Kepemilikan (%) Percentage of Ownership (%)	Pengendali Controller
Pemerintah Republik Indonesia The Government of the Republic of Indonesia	7.500.000.000	75,51	√
Masyarakat Public	2.432.534.336	24,49	-

Komposisi 20 Pemegang Saham Terbesar

Composition of the 20 Top Shareholders

Nama Pemegang Saham Name of Shareholders	Status Status	Jumlah Kepemilikan Total Shares	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemerintah Republik Indonesia Government of the Republic of Indonesia	Negara Republik Indonesia State of the Republic of Indonesia	7.500.000.000	75,51
PT Asuransi Jiwa IFG	Asuransi Insurance	913.172.000	9,19
PT Asabri (Persero) - Dapen Polri	Dana Pensiun Pension Fund	212.438.800	2,14
PT Asabri (Persero) - Dapen TNI	Dana Pensiun Pension Fund	210.630.900	2,12
Reksa Dana Kam Kapital Optimal	Reksa Dana Mutual Funds	60.039.800	0,60
Reksa Dana Pinnacle Dana Prima	Reksa Dana Mutual Funds	40.256.300	0,41
Reksa Dana Syariah Prospera Syariah Saham	Reksa Dana Mutual Funds	40.026.100	0,40
PT Asabri (Persero)	Dana Pensiun Pension Fund	39.282.900	0,40
Reksa Dana Pan Arcadia Dana Saham Bertumbuh	Reksa Dana Mutual Funds	38.112.000	0,38
Reksa Dana Syariah Pool Advista Ekuitas	Reksa Dana Mutual Funds	29.602.000	0,30
Reksa Dana Syariah Pan Arcadia Dana Saham	Reksa Dana Mutual Funds	27.012.000	0,27
Reksa Dana Syariah Treasure Saham Berkah	Reksa Dana Mutual Funds	25.641.000	0,26
Reksa Dana Syariah Mnc Dana Syariah Ekuitas	Reksa Dana Mutual Funds	25.163.000	0,25
Reksa Dana Syariah Kam Kapital Syariah	Reksa Dana Mutual Funds	25.131.000	0,25
RDS Aurora Sharia Equity	Reksa Dana Mutual Funds	23.508.000	0,24
Reksa Dana Treasure Saham Mantap	Reksa Dana Mutual Funds	20.243.500	0,20
Reksa Dana Aurora SMC Equity	Reksa Dana Mutual Funds	13.725.000	0,14
Denny Pipie Kirana	Perorangan Indonesia Indonesian Individual	11.062.900	0,11
Tjandra Minata Sutiono	Perorangan Indonesia Indonesian Individual	10.972.800	0,11
Aspin Suryanna	Perorangan Indonesia Indonesian Individual	10.658.500	0,11

Komposisi Pemegang Saham

Shareholders Composition

Kelompok Pemegang Saham 5% dan/atau Lebih

Shareholder Groups of 5% and/or More

Nama Pemegang Saham Name of Shareholders	Jumlah Pemegang Saham Number of Shareholder	Jumlah Kepemilikan Total Shares	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemerintah Republik Indonesia Government of the Republic of Indonesia	1	7.500.000.000	75,51
PT Asuransi Jiwa IFG	1	913.172.000	9,19
Jumlah Total	2	8.413.172.000	84,70

Kelompok Pemegang Saham Kurang dari 5%

Shareholder Groups of Less than 5%

Nama Pemegang Saham Name of Shareholders	Jumlah Pemegang Saham Number of Shareholder	Jumlah Kepemilikan Total Shares	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemodal Nasional Local Investors			
Perorangan Indonesia Indonesian Individuals	19.359	570.392.436	5,74
Koperasi Cooperatives	3	210.600	0,00
Yayasan Foundation	3	75.500	0,00
Dana Pensiun Pension Fund	12	480.858.700	4,84
Perseroan Terbatas Limited Liability Company	46	21.567.050	0,22
Bank Bank	1	8.000	0,00
Reksa Dana Mutual Funds	26	421.261.200	4,24
Subtotal	19.450	1.494.373.486	15,05
Pemodal Asing Foreign Investors			
Perorangan Asing Foreign Individual	97	3.483.800	0,04
Badan Usaha Asing Foreign Companies	25	21.505.050	0,22
Sub Total	122	24.988.850	0,25
Jumlah Total	19.572	1.519.362.336	15,30

Pemegang Saham Berdasarkan Klasifikasi

Shareholders Based on Classification

Kelompok Group		Jumlah Pemegang Saham Number of Shareholder	Jumlah Kepemilikan Total Shares	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemerintah Republik Indonesia Government of the Republic of Indonesia		1	7.500.000.000	75,51
Lokal Local	Perorangan Individuals	19.359	570.392.436	5,74
	Badan Usaha Companies	92	1.837.153.050	18,50
Asing Foreign	Perorangan Individuals	25	21.505.050	0,22
	Badan Usaha Companies	97	3.483.800	0,04
Jumlah Total		19.574	9.932.534.336	100,00



Jumlah Pemegang Saham dan Persentase Kepemilikan Saham yang Beredar (Freefloat)

Total Shareholders and Percentage of Ownership in Circulation (Freefloat)

Nama Pemegang Saham Name of Shareholders	Jumlah Pemegang Saham Number of Shareholder	Jumlah Kepemilikan Total Shares	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemodal Nasional Local Investors			
Perorangan Indonesia Indonesian Individuals	19.359	570.392.436	5,74
Koperasi Cooperatives	3	210.600	0,00
Yayasan Foundation	3	75.500	0,00
Dana Pensiun Pension Fund	12	480.858.700	4,84
Asuransi Insurance	1	913.172.000	9,19
Perseroan Terbatas Limited Liability Company	46	21.567.050	0,22
Bank Bank	1	8.000	0,00
Reksa Dana Mutual Funds	26	421.261.200	4,24
Subtotal	19.451	2.407.545.486	24,24
Pemodal Asing Foreign Investors			
Perorangan Asing Foreign Individual	97	3.483.800	0,04
Badan Usaha Asing Foreign Companies	25	21.505.050	0,22
Sub Total	122	24.988.850	0,25
Jumlah Total	19.573	2.432.534.336	24,49

Jumlah Pemegang Saham dan Persentase Kepemilikan Saham per 31 Desember 2021

Total Shareholders and Percentage of Shares Ownership as of 31 December 2021

Nama Pemegang Saham Name of Shareholders	Jumlah Pemegang Saham Number of Shareholder	Jumlah Kepemilikan Total Shares	Persentase Kepemilikan (%) Percentage of Ownership (%)
Pemodal Nasional Local Investors			
Pemerintah Indonesia Indonesian Government	1	7.500.000.000	75,51
Perorangan Indonesia Indonesian Individuals	19.359	570.392.436	5,74
Koperasi Cooperatives	3	210.600	0,00
Yayasan Foundation	3	75.500	0,00
Dana Pensiun Pension Fund	12	480.858.700	4,84
Asuransi Insurance	1	913.172.000	9,19
Perseroan Terbatas Limited Liability Company	46	21.567.050	0,22
Bank Bank	1	8.000	0,00
Reksa Dana Mutual Funds	26	421.261.200	4,24
Subtotal	19.452	9.907.545.486	99,75
Pemodal Asing Foreign Investors			
Perorangan Asing Foreign Individual	97	3.483.800	0,04
Badan Usaha Asing Foreign Companies	25	21.505.050	0,22
Sub Total	122	24.988.850	0,25
Jumlah Total	19.574	9.932.534.336	100

Komposisi Pemegang Saham

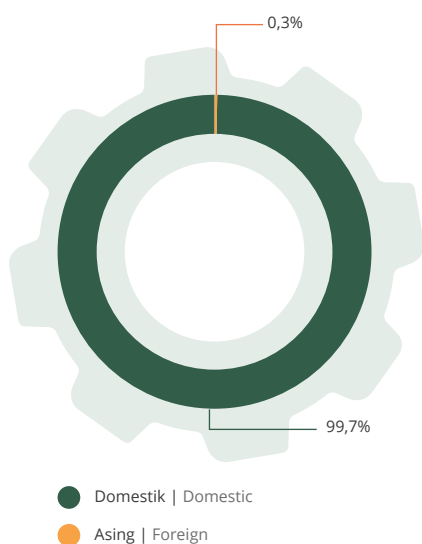
Shareholders Composition

Lokasi dan Jenis Investor

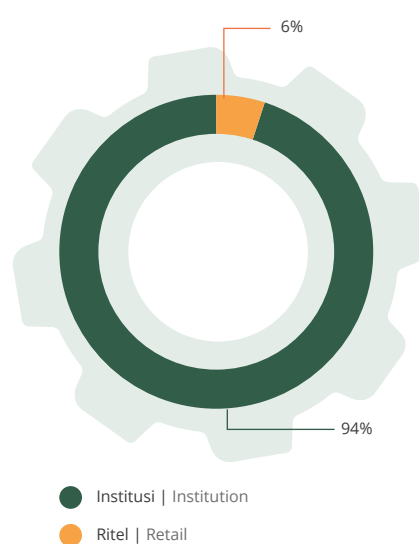
Location and Type of Investors

Kepemilikan Ownership	Jumlah Saham Total Shares	Persentase Kepemilikan (%) Percentage of Ownership (%)
Lokasi Investor Location of Investor		
Domestik Domestic	9.907.545.486	99,7
Asing Foreign	24.988.850	0,3
Jumlah Total	9.932.534.336	100,00
Jenis Investor Type of Investors		
Ritel Retail	573.876.236	6
Institusi Institution	9.358.658.100	94
Jumlah Total	9.932.534.336	100,00

Lokasi Investor
Position of Investor



Jenis Investor
Type of Investors



Kepemilikan Saham Dewan Komisaris dan Direksi (Secara Langsung)

Shares Ownership of the Board of Commissioners and the Board of Directors (Direct)

Dewan Komisaris | Board of Commissioners

Pemegang Saham Shareholder	Jabatan Position	Jumlah Kepemilikan Total Shares Ownership	Persentase Kepemilikan (%) Percentage of Ownership (%)
Franciscus M.A Sibarani	Komisaris Utama President Commissioner	-	-
Oke Nurwan	Komisaris Commissioner	-	-
Darusman Mawardi	Komisaris Independen Independent Commissioner	-	-
Chowadja Sanova	Komisaris Independen Independent Commissioner	-	-



Direksi | Board of Directors

Pemegang Saham Shareholder	Jabatan Position	Jumlah Kepemilikan Total Shares Ownership	Persentase Kepemilikan (%) Percentage of Ownership (%)
Jobi Triananda Hasjim	Direktur Utama President Director	-	-
Daconi	Direktur Produksi dan Pengembangan Production and Development Director	12.500	0,0013
Mukhamad Saifudin	Direktur Pemasaran Marketing Director	-	-
Amrullah	Direktur Umum dan SDM General Affairs & Human Resource Director	114.500	0,00115
M. Jamil	Direktur Keuangan & Manajemen Risiko Finance & Risk Management Director	-	-

Kepemilikan Saham Dewan Komisaris dan Direksi (Secara Tidak Langsung)

Shares Ownership of the Board of Commissioners and the Board of Directors (Indirect)

Hingga akhir tahun buku 2021, seluruh anggota Dewan Komisaris dan Direksi tidak ada yang memiliki saham SMBR secara tidak langsung.

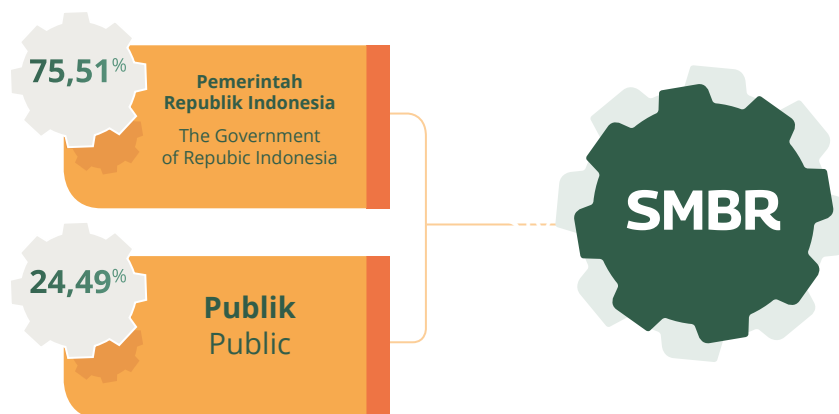
By the end of fiscal year 2021, all members of the Board of Commissioners and the Board of Directors have indirectly no ownership of SMBR shares.

Informasi Pemegang Saham Utama/ Pengendali

Pemegang saham utama dan pengendali PT Semen Baturaja (Persero) Tbk adalah Pemerintah Indonesia dengan kepemilikan saham sebesar 75,51%.

Information on Majority/ Controlling Shareholders

The majority and controlling shareholder of PT Semen Baturaja (Persero) Tbk is the Government of Indonesia with share ownership of 75.51%



Kepemilikan Ownership	Nama Name	Jumlah Saham Total Shares	Persen Saham Percentage of Shares	Pengendali Controller
Pemegang saham > 5% Shareholder > 5%	Pemerintah Republik Indonesia Government of the Republic of Indonesia	7.500.000.000	75,509	√
	PT Asuransi Jiwa IFG	913.172.000	9,194	-
Pemegang saham < 5% Shareholder < 5%	Masyarakat Public	1.519.362.336	15,297	-
Jumlah Total		9.932.534.336	100	

Komposisi Pemegang Saham

Shareholders Composition

Kronologi Pencatatan Saham

Penawaran Umum Saham Perdana

Berdasarkan Surat No. S-176/D.04/2013 tanggal 19 Juni 2013 dari Otoritas Jasa Keuangan di Indonesia, Perseroan memperoleh persetujuan Pernyataan Efektif Pendaftaran oleh Otoritas Jasa Keuangan. Pada tanggal 28 Juni 2013, Perseroan telah melakukan penawaran saham perdana (IPO) seri B di Bursa Efek Indonesia sebanyak 2.337.678.500 lembar saham dengan harga nominal Rp100 (rupiah penuh) per saham dan harga penawaran saham Rp560 (rupiah penuh) per saham.

Chronology of Shares Listing

Initial Public Offering

In accordance with Letter No. -176/D.04/2013 dated 19 June 2013 from the Financial Services Authority in Indonesia, the Company obtained approval of the Statement of Effective Registration by the Financial Services Authority. On 28 June 2013, the Company placed an Initial Public Offering (IPO) of series B on the Indonesia Stock Exchange totalling 2,337,678,500 shares with a nominal price of Rp100 (full rupiah amount) per share and offering price of Rp560 (full rupiah amount) per share.

Tanggal Pencatatan Date of Listing	Jenis Tindakan korporasi Type of Corporate Action	Tujuan Tindakan korporasi Objective of Corporate Action	Jumlah Saham Diterbitkan Total Shares Issued	Nama Bursa Pencatatan Saham Perseroan Name of Exchange of Company Shares Listing
28 Juni 2013	PT Semen Baturaja (Persero) Tbk resmi melakukan pencatatan saham di Bursa Efek Indonesia melalui penerbitan saham baru atau Initial Public Offering (IPO) dengan kode saham SMBR. Perseroan melepas 23,76% saham ke publik atau sebanyak 2.337.678.500 saham dengan nilai nominal Rp100 per saham, dijual dengan harga Rp560 per saham dengan hasil emisi sebesar Rp1,3 triliun. PT Semen Baturaja (Persero) Tbk officially listed its shares in Indonesia Stock Exchange through the issuance of new shares of Initial Public Offering (IPO) with shares code SMBR. The Company released 23.76% shares to the public or a total of 2,337,678,500 shares with a nominal value of Rp100 per share, sold at a price of Rp560 per share with emission results of Rp1.3 trillion.	Pendanaan pembangunan pabrik semen di Baturaja, Sumatera Selatan dengan kapasitas produksi 1,85 ton Funding of South Sumatera Baturaja cement plant with a production capacity of 1.85 ton	2.337.678.500	Bursa Efek Indonesia Indonesia Stock Exchange
18 April 2017	Bursa Efek Indonesia menyetujui pencatatan saham Perseroan yang dilakukan secara pra-pencatatan di Bursa Efek Indonesia dengan jumlah saham sebanyak 162.320.400 saham seri B yang berasal dari saham Management and Employee Stock Option Plan (MESOP) dengan nilai nominal Rp100 per saham Indonesia Stock Exchange approved the Company's shares listing conducted by means of pre-listing in the Indonesia Stock Exchange with total shares of 162,320,400 shares of series B which originated from Management shares and Employee Stock Option Plan (MESOP) with a nominal value of Rp100 per share	Program kepemilikan Saham Karyawan dan Manajemen Management and Employee Stock Option Program	94.855.836	Bursa Efek Indonesia Indonesia Stock Exchange

Program Alokasi Saham untuk Karyawan

Perseroan memberikan fasilitas kepemilikan saham Perseroan melalui program *Employee Stock Allocation* (ESA). Melalui program ini, Perseroan mengalokasikan 0,82% dari total saham yang diterbitkan pada saat penawaran umum perdana (IPO). Jangka waktu Program ESA selama 1 (satu) tahun.

Share Allocation Program for Employees

The Company provides the facility to own the Company shares through the Employee Stock Allocation (ESA) program. Through this program, the Company allocates 0.82% of the total shares issued at the Initial Public Offering (IPO). Term period of the ESA Program is for 1 (one) year.

Selain itu, Berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) pada tahun 2017, Perseroan juga mendapatkan persetujuan pencatatan saham tambahan dalam rangka pelaksanaan *Management Employee Stock Option Plan* (MESOP) sebanyak 162.320.400 saham seri B dari Bursa Efek Indonesia. Pada periode pelaksanaan dari tahun 2017-2019, terserap sebanyak 94.855.836 lembar saham dan sisa

Furthermore, based on the resolutions of the General Meeting of Shareholders in 2017, the Company also received approval for the listing of additional shares through Management Employee Stock Option Plan (MESOP) totalling 162,320,400 shares of B series from the Indonesia Stock Exchange. During the implementation period of 2017-2019, 94,855,836 shares were absorbed, and the remaining MESOP



MESOP hingga akhir periode pelaksanaan pada tahun 2019 tidak terserap sebanyak 67.464.564 lembar saham. Sehingga, jumlah saham beredar Perseroan hingga akhir tahun buku sebanyak 9.932.534.336 lembar.

by the end of the implementation period in 2019, 67,464,564 shares were not absorbed. Thus, the total Company shares in circulation by the end of the fiscal year totaled 9,932,534,336 shares.

Periode Period	Keterangan Description	Nilai Nominal (Rp) Nominal Value (Rp)	Harga Penawaran (Rp) Offering Price (Rp)	Jumlah Saham Diterbitkan Total Shares Issued	Jumlah Saham Total Shares	Bursa Efek Stock Exchange
Sebelum IPO Before IPO				7.500.000.000	7.500.000.000	
2013	Penawaran Umum Saham Perdana (IPO) Initial Public Offering (IPO)	100	560	2.337.678.500	9.837.678.500	Bursa Efek Indonesia Indonesia Stock Exchange
2017	Employee Management Manajemen Karyawan	100	2.550	87.118.783	9.924.797.283	Bursa Efek Indonesia Indonesia Stock Exchange
2018	Employee Management Manajemen Karyawan	100	3.090	7.737.053	9.932.534.336	Bursa Efek Indonesia Indonesia Stock Exchange
2019	Employee Management Manajemen Karyawan	100	1.160		9.932.534.336	Bursa Efek Indonesia Indonesia Stock Exchange

Kronologi Pencatatan Efek Lainnya

Hingga akhir tahun 2021, Perseroan tidak memiliki obligasi/sukuk/obligasi konversi yang beredar (*outstanding*). Dengan demikian informasi terkait tidak tersedia pada laporan tahunan ini.

Chronology of Other Securities Listing

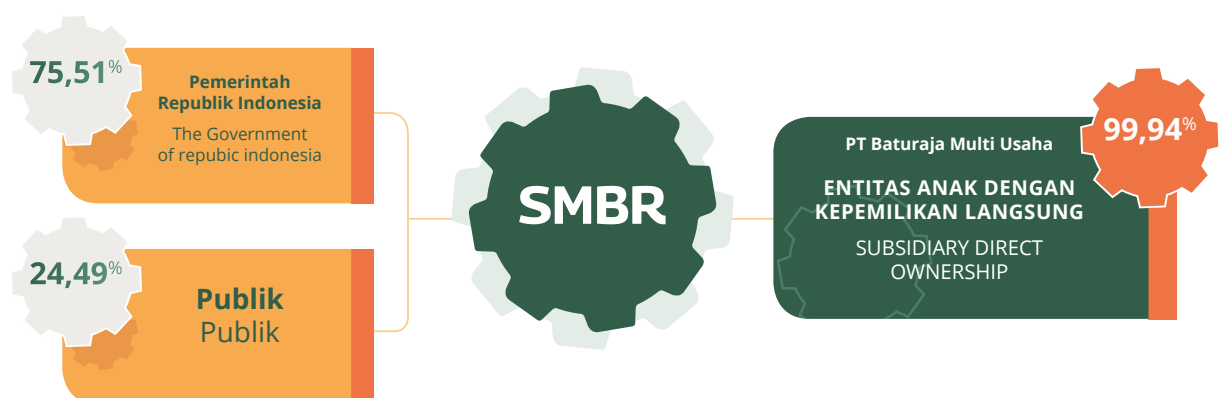
Until the end of the year 2021, the Company did not list any bond/sukuk/outstanding convertible bonds. Thus, information related to this is not presented in this annual report.

Struktur Grup Perusahaan

Hingga berakhirnya tahun buku 2021, Perseroan hanya memiliki 1 (satu) entitas anak seperti dijelaskan dalam uraian berikut:

Company Group Structure

As of the end of fiscal year 2021, the Company only retain 1 (one) subsidiary as explained in the following diagram:



Daftar Entitas Anak dan Asosiasi

List of Subsidiaries and Associated Entities

Entitas Anak

Hingga berakhirnya tahun buku 2021, Perseroan hanya memiliki 1 (satu) entitas anak dengan uraian profil sebagai berikut:

Subsidiaries

As of the end of fiscal year 2021, the Company retain only 1 (one) subsidiary with profile description as follows:

Nama Perusahaan Name of Company	PT Baturaja Multi Usaha
Tanggal & Tahun Pendirian Date & Year of Establishment	24 Februari 2016 24 February 2016
Domisili Domicile	Palembang
Status Operasi Status of Operation	In Operation (Active)
Aset 2021 Asset in 2021	Rp. 238.161.382.000
Persentase Kepemilikan Percentage of Ownership	99,94% PT Semen Baturaja (Persero) Tbk 0,06% Koperasi Karyawan Semen Baturaja (Semen Baturaja Employee Cooperatives)
Alamat Address	Jalan KH. Bastari Perumahan Ogan Permata Indah Blok DA 21 D - 21 F Jakabaring, Palembang
Telepon Telephone	0711-5541379
Bidang usaha Line of Business	Berdasarkan Anggaran Dasar PT Baturaja Multi Usaha, sebagaimana terakhir diubah dengan Akta Notaris Akhmad Habriand, S.H., M.Kn., CLA Nomor 5 Tahun 2020, maksud dan tujuan Perseroan ialah berusaha dalam bidang: 1. Pertambangan dan Galian 2. Industri Pengolahan 3. Pengelolaan Air, Limbah, Pengelolaan Daur Ulang Sampah, Remediasi 4. Konstruksi 5. Perdagangan Besar dan Eceran, Reparasi dan Perawatan Mobil dan Sepeda Motor 6. Pengangkutan dan Pergudangan 7. Real Estat 8. Aktivitas Profesional, Ilmiah dan Teknis 9. Aktivitas agen perjalanan dan penunjang usaha lainnya Based on the Articles of Association of PT Baturaja Multi Usaha, last revised with Notarial Deed of Akhmad Habriand, S.H., M.Kn., CLA No. 5 of Year 2020, the purpose and objective of the Company are to conduct business in the following fields: 1. Mining and Excavation 2. Manufacturing Industry 3. Water Processing, Waste, Waste Recycle Processing, Remediation 4. Construction 5. Wholesale and Retail Trading, Automotive and Motorcycle Repair and Maintenance 6. Transport and Storage 7. Real Estate 8. Professional, Scientific and Technical Activities 9. Travel Agent activities and other supporting business



Untuk mencapai maksud dan tujuan tersebut di atas, Perseroan dapat melaksanakan kegiatan usaha sebagai berikut:

- a. Pertambangan dan Galian
 - Aktivitas Jasa Penunjang Pertambangan
 - Aktivitas Penunjang Pertambangan dan Penggalian Lainnya
- b. Industri Pengolahan
 - Industri Karet, Barang dari Karet dan Plastik
 - industri Barang dari Plastik untuk Pengemasan
 - Industri Barang Galian Bukan Logam
 - Industri Bata, Mortar, Semen, dan sejenisnya yang Tahan Api
 - Industri Barang dari Semen
 - Industri Barang dari Semen dan Kapur untuk Konstruksi
 - Industri Mortar atau Beton Siap Pakai
 - Industri Barang dari Semen, Kapur, Gips dan Asbes Lainnya
 - Reparasi dan Pemasangan Mesin dan Peralatan
 - Reparasi Mesin untuk Keperluan Umum
- c. Pengelolaan Air, Limbah, Pengelolaan dan Daur Ulang Sampah, Remediasi
 - Pengelolaan Air Limbah
 - Pengumpulan Air Limbah Berbahaya
 - Pengumpulan Air Limbah Tidak Berbahaya
 - Pengelolaan dan Pembuangan Air Limbah Tidak Berbahaya
 - Pengelolaan dan Pembuangan Air Limbah Berbahaya
 - Pengelolaan dan Daur Ulang Sampah
 - Pengumpulan Sampah Tidak Berbahaya
 - Pengelolaan dan Pembuangan Sampah Tidak Berbahaya
- d. Konstruksi
 - Konstruksi Gedung
 - Konstruksi Gedung Tempat Tinggal
 - Konstruksi Gedung Perkantoran
 - Konstruksi Gedung Industri
 - Konstruksi Gedung Kesehatan
 - Konstruksi Gedung Lainnya
 - Konstruksi Bangunan Sipil
 - Konstruksi Jembatan dan Jalan Layang
 - Konstruksi Jaringan Irigasi
 - Konstruksi Bangunan Prasarana Sumber Daya Air
 - Konstruksi Khusus
 - Instalasi Listrik
 - Instalasi Saluran Air (Plumbing)
 - Instalasi Mekanikal
 - Instalasi Konstruksi Lainnya
- e. Perdagangan Besar dan Eceran, Resparasi dan Perawatan Mobil dan Sepeda Motor
 - Perdagangan, Reparasi, dan Perawatan Mobil dan Sepeda Motor
 - Perdagangan Besar Suku Cadang dan Aksesoris Mobil
 - Perdagangan Eceran Suku Cadang dan Aksesoris Mobil
 - Perdagangan Eceran Suku Cadang Sepeda Motor dan Aksesorisnya
 - Reparasi dan Perawatan Sepeda Motor
 - Perdagangan Besar bukan Mobil dan Sepeda Motor
 - Perdagangan Besar Atas Dasar Balas Jasa (fee) atau Kontrak
 - Perdagangan Besar Genteng, Batu Bata, Ubin dan sejenisnya dari Tanah Liat, Kapur, Semen atau Kaca
 - Perdagangan Besar Semen, Kapur, Pasir dan Batu
 - Perdagangan Besar Berbagai Macam Material Bangunan
 - Perdagangan Besar Produk Lainnya
- f. Pengangkutan dan Pergudangan
 - Pergudangan dan Aktivitas Penunjang Angkutan
 - Pergudangan dan Penyimpanan
 - Pergudangan dan Penyimpanan Lainnya
 - Jasa Pengurusan Transportasi
 - Aktivitas Ekspedisi Muatan Kapal Laut (EMKL)
- g. Real Estat
 - Real Estat yang dimiliki sendiri atau disewa
 - Real Estat atas Dasar Balas Jasa (fee) atau Kontrak
- h. Aktivitas Profesional, Ilmiah, dan Teknis
 - Aktivitas Kantor Pusat dan Konsultasi Manajemen
 - Aktivitas Arsitektur dan Keinsinyuran, Analisa dan Uji Teknis
 - Aktivitas Arsitektur
 - Jasa Kalibrasi/Metrologi
- i. Aktivitas Agen Perjalanan dan Penunjang Usaha Lainnya
 - Aktivitas Agen Perjalanan, Penyelenggara Tur dan Jasa Reservasi Lainnya
 - Aktivitas Agen Perjalanan Wisata
 - Aktivitas Biro Perjalanan Wisata
 - Jasa Reservasi Lainnya
 - Aktivitas Perawatan dan Pemeliharaan Taman

Daftar Entitas Anak dan Asosiasi

List of Subsidiaries and Associated Entities

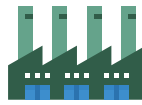
To achieve the above mentioned purposes and objectives, the Company conducts the following business activities:

- a. Mining and Excavation:
 - Mining Support Services Activities;
 - Mining and Other Excavation Supporting Activities
- b. Processing industries of the following:
 - Rubber, Rubber-Made and Plastic Goods;
 - Plastic Goods for Packaging;
 - Non-Metallic Mineral Goods;
 - Brick, Mortar, Cement Industries and other similar Fire Resistant Goods
 - Cement Goods;
 - Cement and Lime Goods for Construction;
 - Ready-to-Use Mortar or Concrete
 - Cement, Lime, Gypsum and other Asbestos
- Manufacturing Goods;
 - Machines and Equipment Repair and Installation;
 - Machine Repair for General Purposes
- c. Management of Water, Waste Treatment, Waste Recycling, Remediation:
 - Waste water treatment;
 - Collection of hazardous wastewater;
 - Collection of harmless wastewater;
 - Management and disposal of non-hazardous waste water;
 - Management and disposal of hazardous wastewater;
 - Waste management and recycling;
 - Garbage collection is not dangerous;
 - Management and disposal of hazardous waste;
- d. Construction:
 - Building Construction
 - Residential Building Construction;
 - Office Building Construction
 - Industrial Building Construction
 - Health Building Construction
 - Other Building Construction
 - Civil Building Construction;
 - Bridge and Flyway Construction;
 - Irrigation Network Construction;
 - Construction of Water Resources Infrastructure Buildings;
 - Special Construction
 - Electrical installation;
 - Plumbing installation;
 - Mechanical Installation;
 - Other Construction Installations;
- e. Automobile and Motorcycle Wholesale and Retail Trade, Repair and Maintenance:
 - Automobile and Motorcycles trading, repair and maintenance;
 - Automobile spare parts and accessories wholesale trade;
 - Automobile spare parts and accessories retail trade;
 - Motorcycle spare parts and accessories retail trade;
 - Motorcycle repair and maintenance;
 - Non-automobile and motorcycle wholesale trading;
 - Wholesale trade based-on fees or contracts
 - Tiles, bricks and other similar tiles goods from clay, lime, cement or glass wholesale trade;
 - Cement, lime, sand and stone wholesale trade;
 - Various building materials wholesale trade;
 - Other products wholesale trade;
- f. Transportation and Warehousing:
 - Warehousing and Transportation supporting activities;
 - Warehousing and Storage
 - Warehousing and other storage
 - Transportation Management Services;
 - Marine Vessels Cargo Expedition (EMKL)
- g. Real Estate:
 - Real estate, owned or leased
 - Real Estate based-on Service (Fee) or Contract
- h. Professional, Scientific, and Technical Activities:
 - Head Office and Management Advisory Activities
 - Architectural and Engineering, Analysis and Technical Tests Activities
 - Architectural Activities;
 - Calibration/Metrology Services;
- i. Travel Agencies and Other Business Support Activities:
 - Travel Agent, Tour Organizers and Other Reservation Services;
 - Travel Agency Activities
 - Travel Bureau Activities
 - Other Reservation Services
 - Park Maintenance and Treatment Activities



Wilayah Operasional

Areas of Operation



Wilayah operasional industri semen PT Semen Baturaja (Persero) Tbk tersebar di beberapa titik, yakni Sumatera Selatan, Lampung, Jambi, Bengkulu, Bangka Belitung dan Kalimantan Barat. Adapun jenis pelanggan yang dilayani ialah distributor dan *batching plant*. Berikut adalah peta dari wilayah operasional Perseroan.

The operational areas of the cement industry of PT Semen Baturaja (Persero) Tbk are spread across in several locations, namely in South Sumatera, Lampung, Jambi, Bengkulu, Bangka Belitung and West Kalimantan. The customers served by the Company consist of the distributors and batching plant. Below is site map of the Company's areas of operation.



Kantor Pusat dan Pabrik Palembang

Pabrik penggilingan dan pengantongan semen dengan kapasitas 350.000 ton/tahun.

Head Office and Palembang Plant

Cement grinding and packaging plant with capacity of 350,000 tons/year.



Pabrik Baturaja

- Pabrik terak dengan kapasitas 1.200.000 ton/tahun.
- Pabrik penggilingan dan pengantongan semen dengan kapasitas 2.000.000 ton/tahun.

Baturaja Plant

- Clinker manufacturing plant with a capacity of 1,200,000 tons/year
- Cement grinding and packaging plant with a capacity of 2,000,000 tons/year

Pabrik Baturaja II

- Pabrik terak dengan kapasitas 1.500.000 ton/tahun.
- Pabrik penggilingan dan pengantongan semen dengan kapasitas 1.850.000 ton/tahun.

Baturaja II Plant

- Clinker manufacturing plant with a capacity of 1,500,000 tons/year
- Cement grinding and packaging plant with a capacity of 1,850,000 tons/year



Pabrik Panjang

Pabrik penggilingan dan pengantongan semen dengan kapasitas 350.000 ton/tahun.

Panjang Plant

Cement grinding and packaging plant with a capacity of 350,000 tons/year.



Pasar yang Dilayani

Sumatera Selatan, Lampung, Jambi, Bengkulu, Bangka Belitung dan Kalimantan Barat.

Market Served

South Sumatera, Lampung, Jambi, Bengkulu, Bangka Belitung and West Kalimantan.

Keanggotaan Asosiasi Industri

Membership in Industry Associations

No.	Nama Asosiasi Name of Association	Posisi Position	Keterangan Description
1	Asosiasi Semen Indonesia Indonesian Cement Association	Anggota Member	Keanggotaan Korporasi Corporate Membership
2	Asosiasi Emiten Indonesia Indonesian Issuer Association	Anggota Member	Keanggotaan Korporasi Corporate Membership
3	Indonesia Corporate Secretary Association	Anggota Member	Keanggotaan Korporasi Corporate Membership
4	Forum Human Capital Indonesia (FHCI) Indonesia Human Capital Forum	Anggota Member	Keanggotaan Korporasi Corporate Membership
5	Forum Humas BUMN (FH BUMN) BUMN Public Relations Forum	Anggota Member	Keanggotaan Korporasi Corporate Membership
6	Federasi Serikat Pekerja Industri Semen Seluruh Indonesia (FSP ISSI) Labor Union Federation of the Indonesian Cement Industry	Deputi Ketua Umum Deputy Chairman	Keanggotaan Individu Individual Membership
7	Forum Hukum BUMN BUMN Legal Forum	Anggota Member	Keanggotaan Korporasi Corporate Membership



Daftar Alamat Entitas Anak, Kantor Cabang serta Kantor Perwakilan

List of Address of Subsidiaries, Branch Offices and Representative Offices

Kantor Pusat & Pabrik Palembang

Jl. Abikusno Cokrosuyoso Kertapati
Palembang - 30258. P.O. Box 1175 Palembang – 30001
Telepon : (62) - 711 - 511261 (Hunting)
Fax : (62) - 711 - 512126

Kantor Perwakilan Jakarta

Gedung Graha Irama Lt.9 Ruang B dan C
Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia
Telepon : (62) - 21 - 5261113, 5261114
Fax : (62) - 21 - 5261411

Pabrik Baturaja

Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, Sumatera Selatan 32117
Telepon : (62) - 735 - 320344, 320366, 320368
Fax : (62) - 735 - 320367

Pabrik Panjang

Jl. Yos Sudarso KM 7 Panjang. Bandar Lampung 35243
Telepon : (62) - 721 - 31718, 31818, 31538
Fax : (62) - 721 - 31343

PT Baturaja Multi Usaha (Entitas Anak)

Jalan KH. Bastari Perumahan Ogan Permata Indah
Blok DA 21 D - 21 F Jakabaring, Palembang
Telepon : (62) - 711 - 5541379

Head Office & Palembang Plant

Jl. Abikusno Cokrosuyoso Kertapati
Palembang - 30258. P.O. Box 1175 Palembang – 30001
Telephone : (62) - 711 - 511261 (Hunting)
Fax : (62) - 711 - 512126

Jakarta Representative Office

Gedung Graha Irama Lt.9 Ruang B dan C
Jl. H. R. Rasuna Said Kav. 10 Jakarta 12950 Indonesia
Telephone : (62) - 21 - 5261113, 5261114
Fax : (62) - 21 - 5261411

Baturaja Plant

Jl. Raya Tiga Gajah Baturaja
Ogan Komering Ulu, Sumatera Selatan 32117
Telephone : (62) - 735 - 320344, 320366, 320368
Fax : (62) - 735 - 320367

Panjang Plant

Jl. Yos Sudarso KM 7 Panjang. Bandar Lampung 35243
Telephone : (62) 721 - 31718, 31818, 31538
Fax : (62) 721 - 31343

PT Baturaja Multi Usaha (Subsidiary)

Jalan KH. Bastari Perumahan Ogan Permata Indah
Blok DA 21 D - 21 F Jakabaring, Palembang
Telephone : (62) - 711 - 5541379

Kantor Akuntan Publik

Public Accounting Office

Nama & Kontak Perusahaan Name & Contact of Company	Jasa Services	Biaya Fee	Periode Penugasan Period of Assignment
Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Member of the RSM Network) Plaza Asia Lt. 10 Jl . Jendral Sudirman Kav. 59, Kel. Senayan, Kec. Kebayoran Baru Jakarta Selatan, 12190. Indonesia Telepon: (62) 21-5140 1340 Fax: (62) 21-5140 1350 Email : contact@rsm.id	Audit Laporan Keuangan (Termasuk Audit Agreed Upon Procedure (AUP) Pemetaan COA) Financial Statement Audit (Including Audit Agreed Upon Procedures (AUP) Mapping (COA))	Rp650.000.000	2 bulan penugasan (tahun Buku 2021) 2 months assignment (fiscal year 2021)
Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Member of the RSM Network) Plaza Asia Lt. 10 Jl . Jendral Sudirman Kav. 59, Kel. Senayan, Kec. Kebayoran Baru Jakarta Selatan, 12190. Indonesia Telephone: (62) 21-5140 1340 Fax: (62) 21-5140 1350 Email : contact@rsm.id			



Nama dan Alamat Lembaga Penunjang Pasar Modal

Name and Address of Capital Market Supporting Institutions

Biro Administrasi Efek

Bureau of Securities Administration

Nama & Kontak Perusahaan Name & Contact of Company	Jasa Services	Biaya Fee	Periode Penugasan Period of Assignment
PT Datindo Entrycom Jl. Hayam Wuruk No. 28 - Lantai 2 Jakarta 10120 Telepon : (62) - 21 - 350 8077 (Hunting) Fax : (62) - 21 - 3508078 E-mail : corporatesecretary@datindo.com Web : www.datindo.com	1. Penyelenggaraan RUPS Tahunan Tahun Buku 2020 2. Biaya Tahunan Administrasi Pasar Sekunder 3. Jasa Iklan RUPS	1. Rp171.500.000 2. Rp40.000.000 3. Rp45.963.750	1. 27 Mei 2021 2. Juli 2021-Juni 2022 3. April-Mei 2021 1. 27 May 2021 2. July 2021-June 2022 3. April-May 2021
PT Datindo Entrycom Jl. Hayam Wuruk No. 28 - Lantai 2 Jakarta 10120 Telephone : (62) - 21 - 350 8077 (Hunting) Fax : (62) - 21 - 3508078 E-mail : corporatesecretary@datindo.com Web : www.datindo.com	1. Organizer of the Annual GMS Fiscal Year 2020 2. Annual Fee for Secondary market Administration 3. GMS Advertising Service		

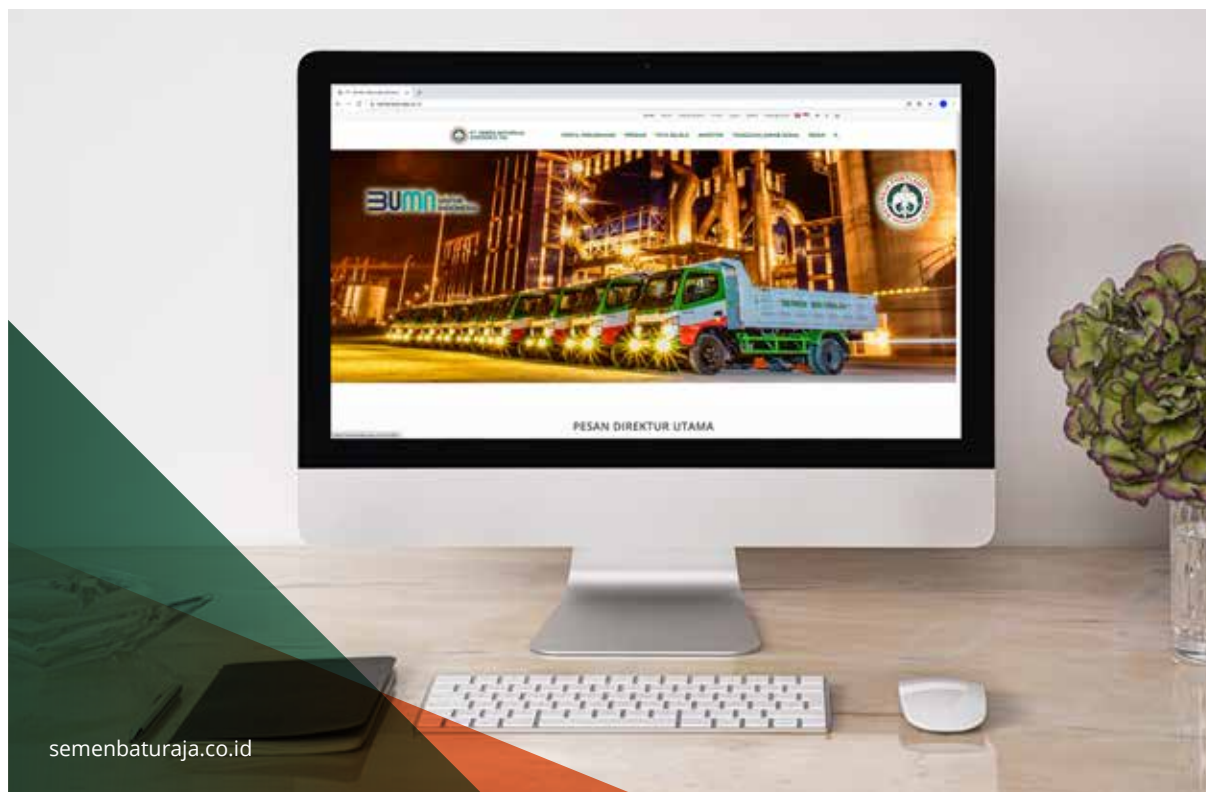
Notaris

Notary

Nama & Kontak Perusahaan Name & Contact of Company	Jasa Services	Biaya Fee	Periode Penugasan Period of Assignment
Fathiah Helmi, SH & PPAT Gedung Graha Irama Lt.6 c Jl. HR. Rasuna Said Blok X-1 Kav. 1&2 Kuningan, Jakarta Selatan 12950 Telepon: (62) - 21 - 52907304, 42907306 Fax: (62) - 21 - 5261136	1. Pembuatan Akta Berita Acara RUPST Tahun Buku 2020 2. Pembuatan Akta Perubahan Pengurus 3. Pembuatan akta Perubahan anggaran dasar	Rp63.000.000	27 Mei 2021 s.d. 27 Juni 2021 27 May 2021 to 27 June 2021
Fathiah Helmi, SH & PPAT Gedung Graha Irama Lt.6 c Jl. HR. Rasuna Said Blok X-1 Kav. 1&2 Kuningan, Jakarta Selatan 12950 Telephone: (62) - 21 - 52907304, 42907306 Fax: (62) - 21 - 5261136	1. Establish Deed of AGMS of Fiscal Year 2020 2. Establish Deed of Change in Management 3. Establish Deed of Change in Articles of Association		

Informasi pada **Website Perusahaan**

Information on Company Official Website



Semen Baturaja memiliki situs web Perseroan yang memuat informasi untuk pemangku kepentingan dan telah memenuhi ketentuan yang diatur oleh Peraturan Otoritas Jasa Keuangan Nomor 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik, di antaranya mengenai:

1. Informasi Umum Mengenai Emiten atau Perusahaan Publik
2. Informasi bagi Pemodal atau Investor
3. Informasi Tata Kelola Perusahaan
4. Informasi Tanggung Jawab Sosial Perusahaan

Penyediaan informasi tersebut juga sebagai implementasi prinsip keterbukaan dalam pengelolaan perusahaan yang mengacu pada Undang-Undang No. 14 Tahun 2008 tanggal 30 April 2008 tentang Keterbukaan Informasi Publik.

Semen Baturaja has its own Company official website that contains information for stakeholders and is in compliance with the regulations set forth by the Financial Services Authority No. 8/POJK.04/2015 on website Issuers or Public Companies, which include the following:

1. General Information on Issuers or Public Companies
2. Information for Investors
3. Information on Corporate Governance
4. Information on Corporate Social Responsibility

Disclosure of the to above information is also regarded as implementation of the principle of transparency in managing the Company, which refers to Law No.14 of 2008 dated 30 April 2008 on Disclosure of Public Information.



Seluruh informasi tersebut dapat diakses oleh publik melalui situs yang tersaji dalam dua Bahasa yakni Bahasa Indonesia dan Bahasa Inggris.

All above information may be accessed publically through the official website presented bilingually in Bahasa Indonesia and in English.

Konten Content		Link URL URL Link	
Profil Perusahaan	Company Profile	Versi Indonesia	English Version
Profil Perusahaan (Informasi Umum: Nama, Alamat, Kontak Kantor Pusat, Perwakilan)	Company Profile	https://semenbaturaja.co.id/profil-perusahaan/	https://semenbaturaja.co.id/en/company-profile/
Riwayat Perusahaan	Company History	https://semenbaturaja.co.id/riwayat-perusahaan/	https://semenbaturaja.co.id/en/company-history/
Struktur Organisasi	Organizational Structure	https://semenbaturaja.co.id/struktur-organisasi/	https://semenbaturaja.co.id/en/organizational-structure/
Visi, Misi, dan Nilai-Nilai Perusahaan	Vision, Mission and Corporate Values	https://semenbaturaja.co.id/visi-misi-dan-nilai-nilai-perusahaan/	https://semenbaturaja.co.id/en/vision-mission-and-corporate-values/
Pesan Direktur Utama	President Director Message	https://semenbaturaja.co.id/pesan-president-director/	https://semenbaturaja.co.id/en/president-director-message/
Profil Dewan Komisaris	Board of Commissioners	https://semenbaturaja.co.id/dewan-komisaris/	https://semenbaturaja.co.id/en/board-of-commissioners/
Profil Direksi	Board of Directors	https://semenbaturaja.co.id/direksi/	https://semenbaturaja.co.id/en/board-of-directors/
Komite Management Risiko	Risk Management Committee	https://semenbaturaja.co.id/komite-management-risiko/	https://semenbaturaja.co.id/en/risk-management-committee/
Komite Audit	Audit Committee	https://semenbaturaja.co.id/komite-audit/	https://semenbaturaja.co.id/en/audit-committee/
Komite Nominasi dan Remunerasi	Nomination and Remuneration Committee	https://semenbaturaja.co.id/komite-nominasi-dan-remunerasi/	https://semenbaturaja.co.id/en/nomination-and-remuneration-committee/
Corporate Secretary	Corporate Secretary	https://semenbaturaja.co.id/corporate-secretary/	https://semenbaturaja.co.id/en/corporate-secretary/
Anggaran Dasar	Articles of Association	https://semenbaturaja.co.id/anggaran-dasar/	https://semenbaturaja.co.id/en/articles-of-association/
Lembaga dan Profesi Penunjang	Supporting Institutions and Professionals	https://semenbaturaja.co.id/lembaga-dan-profesi-penunjang/	https://semenbaturaja.co.id/en/supporting-institutions-and-professionals/
Pencapaian	Achievement	https://semenbaturaja.co.id/pencapaian/	https://semenbaturaja.co.id/en/achievement/
Penghargaan	Award	https://semenbaturaja.co.id/penghargaan/	https://semenbaturaja.co.id/en/award/
Produk	Product		
Jenis Produk	Type of Products	https://semenbaturaja.co.id/jenis-produk/	https://semenbaturaja.co.id/en/type-of-products/
Proses Produksi	Production Process	https://semenbaturaja.co.id/proses-produksi/	https://semenbaturaja.co.id/en/production-process/
Tata Kelola	Corporate Governance		
Kebijakan Perusahaan	Corporate Policy	https://semenbaturaja.co.id/kebijakan-perusahaan/	https://semenbaturaja.co.id/en/corporate-policy/
Kebijakan Anti Penyuapan	Anti-Bribery Policy	https://semenbaturaja.co.id/kebijakan-anti-penyuapan/	https://semenbaturaja.co.id/en/anti-bribery-policy/
Board Manual	Board Manual	https://semenbaturaja.co.id/board-manual/	https://semenbaturaja.co.id/en/board-manual/

Informasi pada Website Perusahaan

Information on Company Official Website

Konten Content		Link URL URL Link	
Pedoman Good Corporate Governance (GCG)	Good Corporate Governance (GCG) Guidelines	https://semenbaturaja.co.id/pedoman-good-corporate-governance-gcg/	https://semenbaturaja.co.id/en/good-corporate-governance-gcg-guidelines/
Pedoman Perilaku/ Kode Etik	Code of Conduct (COC)	https://semenbaturaja.co.id/pedoman-perilaku/	https://semenbaturaja.co.id/en/code-of-conduct-coc/
Pedoman Pengendalian Gratifikasi	Gratification Control Guidelines	https://semenbaturaja.co.id/pedoman-pengendalian-gratifikasi-smbf/	https://semenbaturaja.co.id/en/gratification-control-guidelines/
Whistleblowing System	Whistleblowing System	https://semenbaturaja.co.id/whistleblowing-system/	https://semenbaturaja.co.id/en/whistleblowing-system-en/
Piagam Komite Audit	Charter of the Audit Committee	https://semenbaturaja.co.id/piagam-komite-audit/	https://semenbaturaja.co.id/en/charter-of-the-audit-committee/
Piagam Satuan Pengawasan Intern	Internal Control Unit Charter	https://semenbaturaja.co.id/piagam-satuan-pengawasan-intern/	https://semenbaturaja.co.id/en/internal-control-unit-charter/
Piagam Komite Manajemen Risiko	Charter of the Risk Management Committee	https://semenbaturaja.co.id/piagam-komite-manajemen-risiko/	https://semenbaturaja.co.id/en/charter-of-the-risk-management-committee/
Pedoman Pengelolaan Informasi	Information Management Guidelines	https://semenbaturaja.co.id/pedoman-pengelolaan-informasi/	https://semenbaturaja.co.id/en/information-management-guidelines/
Pedoman Benturan Kepentingan	Conflict of Interest (COI) Guidelines	https://semenbaturaja.co.id/pedoman-benturan-kepentingan/	https://semenbaturaja.co.id/en/conflict-of-interest/
Pedoman Manajemen Risiko	Risk Management Guidelines	https://semenbaturaja.co.id/pedoman-manajemen-risiko/	https://semenbaturaja.co.id/en/risk-management-guidelines/
Kebijakan Terkait Seleksi Vendor	Policy Regarding Vendor Selection	https://semenbaturaja.co.id/kebijakan-terkait-seleksi-vendor/	https://semenbaturaja.co.id/en/policy-regarding-vendor-selection/
Nominasi dan Remunerasi	Nomination and Remuneration	https://semenbaturaja.co.id/nominasi-dan-remunerasi/	https://semenbaturaja.co.id/en/nomination-and-remuneration/
Investor	Investor		
Laporan Tahunan & Keuangan	Annual and Financial Reports	https://semenbaturaja.co.id/laporan-tahunan-keuangan/	https://semenbaturaja.co.id/en/archive-reports/
Prospektus Perusahaan	Prospectus of the Company	https://semenbaturaja.co.id/prospektus-perusahaan/	https://semenbaturaja.co.id/en/prospectus-of-the-company/
Rapat Umum Pemegang Saham	General Meeting of Shareholders	https://semenbaturaja.co.id/rups/	https://semenbaturaja.co.id/en/general-meeting-of-shareholders/
Informasi Saham & Obligasi	Stock & Bond Information	https://semenbaturaja.co.id/investor-informasi-saham-obligasi/	https://semenbaturaja.co.id/en/stock-bond-information/
Informasi Dividen	Dividend Information	https://semenbaturaja.co.id/informasi-dividen/	https://semenbaturaja.co.id/en/dividend-information/
Ikhtisar Data Keuangan Penting	Financial Highlights Overview	https://semenbaturaja.co.id/ikhtisar-data-keuangan-penting/	https://semenbaturaja.co.id/en/financial-highlights-overview/
Peringkat Korporasi	Corporate Rankings	https://semenbaturaja.co.id/peringkat-korporasi/	https://semenbaturaja.co.id/en/corporate-rankings/
Presentasi Perusahaan	Company Presentation	https://semenbaturaja.co.id/presentasi-perusahaan/	https://semenbaturaja.co.id/en/company-presentation/
Keterbukaan Informasi	Information Disclosure	https://semenbaturaja.co.id/keterbukaan-informasi/	https://semenbaturaja.co.id/en/information-disclosure/
Tanggung Jawab Sosial	Social Responsibility	https://semenbaturaja.co.id/tanggung-jawab-sosial/	https://semenbaturaja.co.id/en/social-responsibility/
Pengembangan Sosial dan Kemasyarakatan	Social and Community Development	https://semenbaturaja.co.id/pengembangan-sosial-dan-kemasyarakatan/	https://semenbaturaja.co.id/en/sosial-and-community-development/
Program Kemitraan dan Bina Lingkungan (PKBL) //sub-menu	Partnerships and Community Empowerment Program //sub-menu	https://semenbaturaja.co.id/program-kemitraan-dan-bina-lingkungan-pkbl/	https://semenbaturaja.co.id/en/partnerships-and-community-development-program/
Tanggung Jawab Sosial & Lingkungan (TJSL) // sub-menu	Corporate Social Responsibility //sub-menu	https://semenbaturaja.co.id/tanggungjawab-sosial-lingkungan/	https://semenbaturaja.co.id/en/corporate-social-responsibility/



Konten Content		Link URL URL Link	
Ketenagakerjaan dan Hak Asasi Manusia // sub-menu	Employment and Human Rights //sub-menu	https://semenbaturaja.co.id/ketenagakerjaan-dan-hak-asasi-manusia/	https://semenbaturaja.co.id/en/employment-and-human-rights/
Keselamatan dan Kesehatan Kerja // sub-menu	Occupational Safety and Health //sub-menu	https://semenbaturaja.co.id/kesehatan-dan-keselamatan-kerja/	https://semenbaturaja.co.id/en/occupational-health-and-safety/
Lingkungan Hidup	Living Environment	https://semenbaturaja.co.id/lingkungan-hidup/	https://semenbaturaja.co.id/en/living-environment/
Produk dan Layanan	Products and Services	https://semenbaturaja.co.id/produk-dan-layanan/	https://semenbaturaja.co.id/en/products-and-services/
Media	Media		
Buletin	Bulletin	https://semenbaturaja.co.id/buletin/	https://semenbaturaja.co.id/en/magazine/
Siaran Pers	Press Release	https://semenbaturaja.co.id/siaran-pers/	https://semenbaturaja.co.id/en/press-release/
Berita Perusahaan	Company News	https://semenbaturaja.co.id/berita-perusahaan/	https://semenbaturaja.co.id/en/company-news/
Kegiatan CSR	CSR Activities	https://semenbaturaja.co.id/kegiatan-csr/	https://semenbaturaja.co.id/en/csr-activities/





Analisis dan Pembahasan Manajemen

Management Discussion and Analysis



Tinjauan Makro Ekonomi

Macro Economic Review

Perekonomian global selama 2021 tumbuh positif dan menunjukkan perbaikan dari tahun sebelumnya. Hal ini merupakan hasil respons dari vaksinasi, kebijakan stimulus dan kerja sama internasional, meski masih berada pada kondisi yang belum stabil dengan timbulnya varian baru Covid-19.

Pemulihan perekonomian global juga ditandai dengan meningkatnya permintaan terhadap komoditas, sehingga harganya ikut terangkat. Kenaikan harga tersebut, terutama disebabkan oleh belum pulihnya pasokan di pasar (*supply*).

The global economy during the year 2021 grew positively and showed improvements from the previous year. This was in response to the massive vaccination, stimulus policies and international cooperation, although the condition remained uncertain with the emergence of a new Covid-19 variant.

Global economic recovery was also marked by the increasing demand for commodities that prices consequently climbed as well. Such price hikes were mainly caused by the supply which has not recovered in the market.

Harga Rata-rata Komoditas di Pasar Internasional

Average Price of Commodities in the International Markets

Uraian Description		2021	2020	2019
Crude Oil WTI (USD/barel)	Crude Oil WTI (USD/barel)	70,4	39,3	57,0
Crude Oil Brent (USD/barel)	Crude Oil Brent (USD/barel)	68,0	42,3	64,0
Rubber TSR 20 (USD/kg)	Rubber TSR 20 (USD/kg)	1,68	1,33	1,41
Gold (USD/tray ounce)	Gold (USD/tray ounce)	1.800	1.770	1.392

Sumber | Source: World Bank Commodities Price Data

Kinerja perekonomian global yang membaik berdampak positif pada ekonomi nasional, yang pada tahun 2021 tumbuh 3,69%, jauh di atas tahun 2020 yang masih terkontraksi 2,07%. Perbaikan pada perekonomian nasional juga dipengaruhi oleh vaksinasi Covid-19 yang masif dari pemerintah, sehingga menekan penyebaran pandemi serta meningkatkan kepercayaan masyarakat untuk beraktivitas dengan tetap menerapkan protokol kesehatan.

Program Pemulihan Ekonomi Nasional (PEN) juga terbukti efektif dalam menjaga momentum pemulihan ekonomi dan industri nasional. Hal itu, antara lain ditunjukkan melalui indikator ekonomi nasional yang hingga akhir tahun 2021 tetap positif.

The improving global economy's performance positively impacted the national economy, of which in 2021 grew 3.69%, far above the year 2020 which was contracted by 2.07%. Improvements in the national economy were also affected by the massive Covid-19 vaccination conducted by the government thereby suppressing the spread of the pandemic and increasing the public's confidence to carry on with their activities while still upholding health protocols.

The National Economic Recovery Program has also proven to be effective in maintaining the momentum of national economic and industrial recovery. This is shown, among others, through the national economic indicators which by the end of the year 2021 remained positive.



Indikator Ekonomi Nasional

National Economic Indicators

Uraian Description		2021	2020	2019
Pertumbuhan Ekonomi Indonesia (%)	Indonesia's Economic Growth (%)	3,69	-2,07	5,02
Inflasi (%)	Inflation (%)	1,87	1,68	2,72
7-day (Reverse) Repo Rate (%)	7-day (Reverse) Repo Rate (%)	3,50	3,75	5,00

Sumber | Source: BPS dan | and Bank Indonesia

Membaiknya kondisi perekonomian berdampak positif permintaan terhadap semen. Pada tahun 2021, permintaan semen nasional meningkat 4,3%, sementara wilayah pasar Perseroan (Sumbagsel) tumbuh 5,6% dari tahun sebelumnya. Seiring dengan kenaikan permintaan tersebut, penjualan semen Perseroan lebih tinggi 1% dari tahun 2020, namun masih belum mencapai kondisi normal seperti sebelum krisis.

The improving economic conditions have positively impacted the demand for cement. In 2021, the national demand for cement increased by 4.3%, while the Company's market region (Southern Sumatra) grew by 5.6% from the previous year. In line with such increase in demand, the Company's cement sales were higher by 1% from the year 2020, however, this has not reached the normal conditions as before the crisis.

Tinjauan Industri Semen

Cement Industry Review

Membaiknya kondisi perekonomian seiring dengan meredanya pandemi Covid-19, kinerja industri semen bergerak positif. Namun, akibat pasokan yang berlebihan (*oversupply*) serta ketatnya persaingan, sehingga utilisasi pabrik semen nasional yang tercapai di posisi 56%. Kendati demikian, permintaan semen nasional mengalami peningkatan 4,3% dari tahun 2020 seiring dengan penurunan kasus Covid-19 dan keberlanjutan pemulihan ekonomi nasional.

With improving economic conditions along with subsiding Covid-19 pandemic, the performance of the cement industry was moving positively. However, due to oversupply and tight competition, the national cement factory utilization was only 56%. Nevertheless, the national demand for cement increased by 4.3% from the year 2020 in line with the decline in Covid-19 cases and the sustainability of the national economic recovery.

Selain itu, harga batu bara sepanjang tahun 2021 yang mengalami kenaikan mengikuti harga acuan berdampak signifikan pada kenaikan harga pokok produksi. Dalam kondisi seperti itu, Perseroan menerapkan program efisiensi SMBRGO45, SMBRGO3T, efisiensi biaya distribusi dengan optimasi bauran moda transportasi dan lokasi produksi/distribution centre, serta program kerjasama konsinyasi kepada distributor di wilayah pasar pengembangan, sehingga pendapatan tetap tumbuh 2% dari tahun 2020 dan EBITDA margin mencapai 25% atau meningkat 1% dari tahun lalu.

In addition, the price of coal during the year 2021 which increased following the reference price significantly impacted the increase in production cost. Under such conditions, the Company implemented the SMBRGO45, SMBRGO3T, efficiency distribution expenses with optimizing the transportation mode mix and production/distribution center locations, consignment cooperation program to distributors in the development market area, so that income continued to grow by 2% from the year 2020 and EBITDA margin reached 25% or increased by 1% from last year.

Tinjauan Kinerja Per Segmen Usaha

Performance Review per Business Segment

PT Semen Baturaja (Persero) menyusun sejumlah strategi pengembangan usaha yang ditujukan untuk meningkatkan kinerja usaha pada tahun 2021, yang antara lain mencakup strategi peningkatan penjualan dan strategi peningkatan produktivitas pabrik.

PT Semen Baturaja (Persero) has prepared a number of business development strategies aimed at improving business performance in 2021, which include a strategy to increase sales and a strategy to increase factory productivity.



Tinjauan Operasional

Produk Semen

Per 31 Desember 2021, PT Semen Baturaja (Persero) Tbk ("Perseroan") memproduksi 4 (empat) tipe semen, dengan rincian sebagaimana disajikan dalam tabel berikut ini:

Operational Review

Cement Product

As of 31 December 2021, PT Semen Baturaja (Persero) Tbk ("Company") produced 4 (four) types of cement, with detail as described in the table below:

No.	Tipe Type	Uraian	Description
1	Ordinary Portland Cement (OPC) Tipe I Indonesian Standard: SNI No. 014/BPPI/BIPA-SERT.2/03/2018 Ordinary Portland Cement (OPC) Tipe I Indonesian Standard: SNI No. 014/BPPI/BIPA-SERT.2/03/2018	OPC Tipe I merupakan salah satu jenis produk Perseroan yang memenuhi kriteria SNI 2049 : 2015 dan dapat direkomendasikan untuk keperluan bangunan konstruksi pada umumnya untuk semua mutu beton tanpa memerlukan syarat-syarat khusus. OPC Tipe I mempunyai keunggulan, karena cepat kering, memiliki daya rekat yang kuat, hasil adukan yang tidak mudah retak dan kekuatan tekan yang baik. OPC Tipe I tersedia dalam kemasan zak 50 kilogram, bigbag 1.000 kilogram dan curah. OPC Tipe I biasanya diaplikasikan pada struktur jembatan, jalan beton, komponen bangunan bertingkat seperti panel beton, tiang pancang, landasan pacu pesawat udara.	OPC Tipe I is one of the Company's cement products that meets SNI 2049:2015 criteria and may be recommended for use in general building construction for all types of concrete with no specific requirements needed. OPC Tipe I is a product of quality excellence, as it dries fast, has strong adhesion, the mortar result does not easily crack and has good compressive strength. OPC Tipe I is available in sack packaging of 50 kilograms, big bag of 1,000 kilograms and in bulk. OPC Tipe I is usually applied in such structures as bridges, concrete roads, high-rise building components as in concrete panels, piles, airport runways.
2	Ordinary Portland Cement (OPC) Tipe II Indonesian Standard: SNI No. 014/BPPI/BIPA-SERT.2/03/2018 Ordinary Portland Cement (OPC) Tipe II Indonesian Standard: SNI No. 014/BPPI/BIPA-SERT.2/03/2018	OPC Tipe II merupakan salah satu jenis produk Perseroan yang memenuhi kriteria SNI 2049: 2015 dan dapat direkomendasikan untuk keperluan bangunan konstruksi yang memerlukan ketahanan terhadap kandungan asam sulfat sedang (0,10 - 0,20%) & panas hidrasi bersifat sedang "Medium Resistance". OPC Tipe II tersedia dalam kemasan big bag 1.000 kilogram dan curah. OPC Tipe II biasanya diaplikasikan pada bangunan yang letaknya di pinggir laut, tanah rawa, dermaga, saluran irigasi dan bendungan.	OPC Tipe II is one of the Company's cement products that meets SNI 2049:2015 criteria and may be recommended for use in building construction that requires resistance to moderate sulfuric acid content (0.10 - 0.20%) and medium heat hydration "Medium Resistance". OPC Tipe II is available in big bag packaging of 1,000 kilograms and in bulk. OPC Tipe II is usually applied in buildings located by seashore, marshland, dock/ waterfront, irrigation canals and dams.



No.	Type	Uraian	Description
3	Ordinary Portland Cement (OPC) Tipe V No. 042/BPPI/Baristand-Palembang-SERT.2/07/2018 Ordinary Portland Cement (OPC) Tipe V No. 042/BPPI/Baristand-Palembang-SERT.2/07/2018	OPC Tipe V merupakan salah satu jenis produk yang memenuhi kriteria SNI 2049: 2015 dan dapat direkomendasikan untuk keperluan bangunan konstruksi yang memerlukan ketahanan terhadap kandungan asam sulfat tinggi (lebih dari 0,20%) & panas hidrasi bersifat tinggi "Ultra Resistance". OPC Tipe V tersedia dalam kemasan big bag 1.000 kilogram dan curah. OPC Tipe V biasanya diaplikasikan pada bangunan yang letaknya di pinggir laut, daerah rawa, bangunan Instalasi Pengolahan Air Limbah (IPAL), kawasan tambang, pembangkit tenaga nuklir dan proyek geothermal.	OPC Tipe V is one of cement products that meet SNI 2049:2015 criteria and may recommended for use in building construction that require resistance to high sulfate acid content (more than 0.20%) and high heat hydration "Ultra Resistance". OPC Tipe V is available in big bag packaging of 1,000 kilograms and in bulk. OPC Tipe V is usually applied in buildings located on the seafloor, around marshland, Wastewater Treatment Plant (IPAL) buildings, mining areas, nuclear power plants and geothermal projects.
4	Portland Composite Cement (PCC) Indonesian Standar: SNI No. 12/BPPI/Baristand-Palembang/MS.1/V/2021 Portland Composite Cement (PCC) Indonesian Standard: SNI No. 12/BPPI/Baristand-Palembang/MS.1/V/2021	PCC merupakan salah satu jenis produk Perseroan yang memenuhi kriteria SNI 7064: 2014 dan dapat direkomendasikan untuk keperluan bangunan konstruksi pada umumnya. PCC mempunyai keunggulan karena memiliki panas hidrasi lebih rendah sehingga akan lebih mudah dalam proses pengerjaan dan dapat menghasilkan permukaan beton serta plester yang lebih rapat dan halus. PCC juga memiliki daya rekat yang kuat, kedap air dan kekuatan tekan yang baik. PCC tersedia dalam kemasan zak 50 kilogram, big bag 1.000 kilogram dan curah. PCC biasanya diaplikasikan pada bangunan konstruksi pada umumnya seperti bangunan perumahan, gedung bertingkat, jembatan, batako, paving block.	PCC is one of the Company's cement products that meet the SNI 7064:2014 criteria and may be recommended for use in building construction in general. PCC has quality excellence because of its lower hydration heat that makes it easier to work on and produces a tighter and smoother concrete and plaster surface. PCC also has strong adhesion, water resistance and good pressure strength. PCC is available in big bag packaging of 1,000 kilograms and in bulk. PCC is usually applied in building construction in general such as house buildings, high rise buildings, bridges, concrete bricks and paving blocks.

Baturaja Mortar

Semen Mortar atau yang lebih dikenal dengan Baturaja Mortar merupakan jenis produk semen instan milik Perseroan yang diformulasikan dengan fungsi dan kegunaan spesifik. Penggunaan Baturaja Mortar sangat mudah karena penggunaannya tidak perlu penambahan material lain, tapi dapat langsung diaplikasikan hanya dengan menambahkan air

Baturaja Mortar

Mortar Cement, as known as Baturaja Mortar is the Company's instant cement product especially formulated for specific functions and uses. The use of Baturaja Mortar is very easy because it does not require any additional material, just simply mix cement with adequate water and directly apply. This instant cement may be used as alternative building material

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secukupnya. Semen instan ini dapat menjadi bahan bangunan alternatif pengganti adukan semen-pasir konvensional. Kelebihan dari penggunaan mortar yaitu aplikasi lebih tipis, sehingga lebih hemat pemakaian, serta menggunakan aditif khusus untuk meningkatkan kualitas.

Baturaja Mortar memiliki banyak keunggulan karena lebih praktis, berkualitas dan efisien. Produk ini terdiri dari 5 (lima) varian: perekat keramik, pasangan bata dan plesteran, pasangan bata ringan, acian abu-abu dan acian putih yang tersedia dalam kemasan zak 40 kilogram dan 25 kilogram.

1. Mortar perekat keramik merupakan jenis semen perekat instan untuk keramik, granit, marmer, mosaik, dan batu alam pada lantai maupun dinding. Mortar perekat keramik memiliki daya rekat kuat, praktis, hemat, dapat diaplikasikan untuk bidang yang tidak rata
2. Mortar pasangan bata dan plesteran merupakan jenis semen perekat instan untuk pemasangan bata merah dan plesteran pada dinding bata serta beton. Mortar pasangan bata dan plesteran memiliki daya rekat kuat, praktis, hemat, dan dapat dilakukan pengacian setelah 5 (lima) jam.
3. Mortar pasangan bata ringan merupakan jenis semen perekat instan untuk pemasangan bata ringan. Mortar pasangan bata ringan memiliki daya rekat kuat, praktis, hemat, dan dapat dilakukan plester setelah 24 jam.
4. Mortar acian merupakan jenis semen acian instan untuk permukaan dinding plester, konkret serta dapat diaplikasikan untuk keperluan *indoor*. Mortar acian menghasilkan acian yang halus, mencegah adanya retak rambut, memiliki daya rekat yang baik, praktis, hemat, efisien dan dapat langsung di cat setelah 24 jam.
5. Mortar acian putih merupakan jenis semen acian instan untuk permukaan dinding plester, konkret serta dapat diaplikasikan untuk keperluan *indoor* maupun *outdoor*. Mortar acian putih menghasilkan acian yang halus, mencegah adanya retak rambut, memiliki daya rekat yang baik, praktis, hemat, efisien dan dapat langsung di cat setelah 24 jam.

White Clay

White Clay atau Tanah Liat Putih merupakan salah satu produk turunan yang dihasilkan oleh Perseroan. *White Clay* diperoleh langsung dari proses penambangan di area milik Perseroan dan digunakan sebagai salah satu bahan dalam proses pembuatan keramik dan pupuk NPK.

Sementara itu, terdapat juga hilirisasi produk lainnya yang masih dalam tahap pengembangan seperti *beton porous* dan *fibre cement board*.

to replace the conventional cement-sand mix. The advantage of using the mortar is its thin application, so that it is more efficient in use, and the use of special additive to improve the quality.

Baturaja Mortar has many advantageous qualities as it is practical, good quality and efficient. Baturaja Mortar consists of 5 (five) variants such as ceramic adhesion, brick and plaster couple, light brick couple, grey cladding and white Cladding available in packaging of 40 and 25-kilogram sack.

1. The ceramic-adhesive mortar is an instant adhesive type of cement for use with ceramic, granite, marble, mosaic and natural stone on floors and walls. This type of mortar has strong adhesive quality, practical, efficient, and can be applied to coarse surface.
2. The brick and plaster couple mortar is an instant adhesive cement for use in installing red bricks and plasters on brick or concrete walls. This type of mortar has strong adhesive quality, practical, efficient and can be followed with cladding after 5 (five) hours of its application.
3. The light brick couple mortar is an instant adhesive cement for use in installing light bricks. This type of mortar has strong adhesive trait, practical, efficient and can be followed with plaster after 24 hours of its application.
4. Cladding mortar is an instant cladding cement type used for plastered or concrete wall surface, and may be applied for indoor purposes. Use of this type of cement results in smooth cladding, preventing fine cracks, and has good adhesive trait, practical, efficient and may be followed with painting after 24 hours of its application.
5. The white cladding mortar is an instant cladding cement for use on plastered or concrete surface walls, and may applied for both indoor and outdoor use. This type of mortar produces fine cladding surface, prevent fine cracks, has good adhesive trait, practical, efficient, efficient and may followed with painting after 24 hours of its application.

White Clay

White Clay is one of the derivative products manufactured by the Company. White Clay is obtained directly from the mining processing in areas owned by the Company and it is one of the materials used in ceramic and NPK fertilizer production process.

Meanwhile, there are also other manufactured derivative products in research such as the porous concrete and fibre cement boards.



Kinerja Usaha 2021

Pada tahun 2021, Perseroan melakukan beberapa strategi pengembangan usaha untuk meningkatkan kinerja, yang antara lain mencakup:

1. Meningkatkan penjualan semen melalui *platform digital* yaitu melalui kerja sama penjualan semen dengan *market place* Tokopedia dan pembangunan *market place* Perseroan (Build ID).
2. Membangun kerjasama pembangunan proyek-proyek infrastruktur dan properti dengan BUMN Karya.
3. Mendirikan Distribution Centre di Lubuk Linggau yang menjadi hub untuk pendistribusian ke sebagian wilayah Sumsel, Bengkulu dan Jambi untuk menjaga kontinuitas supply semen.
4. Melakukan optimalisasi jaringan distribusi di wilayah Pasar Perseroan.
5. Optimalisasi hilirisasi produk berupa produksi Baturaja Mortar, OPC tipe V, serta white clay dan melakukan riset pengembangan produk yaitu *beton porous* dan *fibre cement board*.
6. Melakukan berbagai upaya promosi dan komunikasi pemasaran Above The Line maupun Below the line. Baik melalui media konvensional seperti billboard, mobile adv, iklan media cetak dan elektronik maupun pemanfaatan platform digital seperti digital adv, landing page, podcast dan content social media.

Dalam rangka meningkatkan produktivitas kinerja pabrik, strategi yang diterapkan di antaranya adalah:

1. Revitalisasi pabrik Baturaja I dalam rangka menjaga keandalan alat dan mesin produksi pabrik Baturaja I.
2. Menjaga *performance* peralatan pabrik dengan meningkatkan *predictive maintenance* peralatan.

2021 Business Performance

In the year 2021, the Company conducted several business development strategies to improve its performance, which among others include the following:

1. Increased sales of cement through digital platform, namely through cement sales cooperation with Tokopedia marketplace and development of Company market place (build ID).
2. Developing cooperation with BUMN Karya in the construction of infrastructure and property projects.
3. Establishing a Distribution Center in Lubuk Linggau to serve as a distribution hub to ensure cement supply continuity in parts of South Sumatera, Bengkulu and Jambi.
4. Optimizing the distribution networks in the Company's marketing areas.
5. Optimization downstream products of Baturaja Mortar production, OPC Type V, as well as white clay and conducted research of product development, namely for porous concrete, and fibre cement board.
6. Engage in Above-the Line and Below-the-Line marketing promotion and communication through conventional media such as billboards, mobile ads, and advertisement in print and electronic media, as well as through digital platforms such as digital ads, landing page, podcast, and social media content.

In the context of increasing plants productivity performance, the applied strategies include the following:

1. Revitalized Baturaja I plant to maintain reliability of production equipments and machineries in Baturaja I plant.
2. Maintained performance of plant equipment with improvement of equipment predictive maintenance.

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3. Efisiensi biaya produksi dengan mengoptimalkan penggunaan batubara *low calorie*, *alternative material* dan *alternative fuel* serta menjaga indeks konsumsi listrik.
4. Penghematan konsumsi panas dengan menjaga kestabilan operasi melalui implementasi *intelligence process control system* di *pyro processing*.

Melalui beragam upaya tersebut, produksi semen pada tahun 2021 mencapai 1.960.951 ton, meningkat 2% dari realisasi tahun 2020 yang sebanyak 1.915.849. Produksi terak tumbuh 11% menjadi 1.447.533 ton dibandingkan tahun sebelumnya, yang sebesar 1.305.881 ton. Kemudian, produksi *white clay* yang naik 62% menjadi 55.234 ton pada tahun 2021 dari capaian tahun 2020 yang sebesar 34.140 ton.

Perkembangan Volume Produksi

Development in Production Volume

(Ton, kecuali dinyatakan lain | Ton, unless stated otherwise)

No.	Type	2021	2020	Perubahan (%) Change (%)
1	Terak	1.447.533	1.305.881	11
2	Semen	1.960.951	1.915.849	2
	Ordinary Portland Cement (OPC) Tipe I	190.957	192.165	(1)
	Ordinary Portland Cement (OPC) Tipe II	--	--	n/a
	Ordinary Portland Cement (OPC) Tipe V	883	4.774	(82)
	Portland Composite Cement (PCC)	1.769.110	1.718.910	3
3	Baturaja Mortar	57	--	100
4	White Clay	55.234	34.140	62

Strategi Perseroan juga berdampak pada operasional pabrik. Konsumsi panas 2021 sebesar 756 kcal/kg, lebih tinggi 6% dibanding realisasi 2020 sebesar 715 kcal/kg. Penyebabnya adalah tidak tercapainya produksi terak dari rencana sehingga meningkatkan *start-stop* kiln.

Kemudian, indeks pemakaian listrik tahun 2021 sebesar 87 kWh/ton lebih tinggi 4% dari realisasi tahun 2020 yang sebesar 84 kWh/ton, namun masih lebih rendah dari rencana sebesar 100 kWh/ton semen.

Sementara faktor terak 2021 yang sebesar 73%, lebih tinggi dari rencana dan realisasi tahun sebelumnya, atau naik 1% dari posisi tahun 2020 yang sebesar 72% akibat tidak tercapainya indeks bahan ketiga semen *fly ash* dan *pozzolan*. Namun secara umum, pabrik tetap mampu meningkatkan produksi terak dan semen serta menjaga performa peralatan tetap stabil dengan utilisasi 51%, meningkat 1% dari posisi tahun 2020 yang sebesar 50%.

3. Efficiency in production costs by optimizing the use of low calorie coal, alternative materials and alternative fuel as well as maintain electricity consumption index.
4. Saving heat consumption by maintaining stability of operation through implementation of intelligence process control system in pyro processing.

Through such various efforts, cement production in 2021 reached 1,960,951 tons, an increase of 2% from realization in 2020 at 1,915,849 tons. Clinker production grew by 11% to 1,447,533 tons compared to 1,305,881 tons in the previous year. Subsequently, production of white clay increased by 62% totalling to 55,234 tons in 2021 from production in 2020 of 34,140 tons.

The Company's strategies also impacted the operation of the plants. Heat consumption in 2021 was at 756 kcal/kg, 6% higher compared to 715 kcal/kg in 2020. The cause for this was the clinker production that did not achieve target as planned so that start-stop kiln increased.

Then, index of electricity consumption in 2021 was at 87 kWh/ton, 4% higher than 84 kWh/ton in the year 2020, although this was still lower than the target of 100 kWh/ton cement.

In the meantime, the clinker factor in 2021 was 73%, higher than planned and realization in the previous year, or an increase of 1% from the position of 72% in 2020, as the supply of third material index of fly ash cement and pozzolan did not achieve target. However, overall, the plants remained capable of increasing clinker and cement production as well as maintained stable performance of the equipment with utilization of 51%, an increase of 1% from the position of 50% in the year 2020.

No.	Type	2021	2020	Perubahan (%) Change (%)
1	Heat Consumption (kcal/kg)	756	715	6
2	Indeks Listrik (kWh/ton)	87	84	4
3	Faktor Terak (%)	73	72	1
4	Utilisasi (%)	51	50	1



Penjualan

Volume penjualan semen Perseroan secara total meningkat 1% dari tahun 2020 yang sebanyak 1,93 juta ton, menjadi 1,94 juta ton pada tahun 2021. Kenaikan tersebut didorong oleh tingkat permintaan pasar yang mulai tumbuh positif sejalan dengan kondisi pandemi Covid-19 yang terkendali akibat masifnya vaksinasi di wilayah pasar Perseroan.

Penjualan terak mengalami kenaikan 100% pada tahun 2021 menjadi 7.743 ton, sedangkan pada tahun sebelumnya Perseroan tidak menjual terak. Kenaikan ini didorong oleh adanya permintaan suplai terak dari industri semen swasta lokal yang berpotensi meningkatkan pendapatan usaha Perseroan serta upaya Perseroan untuk memaksimalkan produksi di tengah kondisi oversupply semen.

Sementara penjualan *white clay* tahun 2021 naik 59% menjadi 54.218 ton, dari realisasi tahun 2020 yang sebesar 34.140 ton. Pencapaian tersebut didorong oleh tingginya permintaan suplai dari PT Pusri sebagai konsumen tunggal *white clay* dan didorong pula oleh perbaikan pola operasi *white clay*.

Sales

The Company's cement sales volume in total increased by 1% to 1.94 million tons in 2021, compared to 1.93 million tons realized in 2020. This increase was induced by the increase in market demand which began to grow positively in line with the control of Covid-19 pandemic conditions as a result of the massive vaccination in the Company's market areas.

The sales of clinker increased by 100% to a total of 7,743 tons in the year 2021, while in the previous year the Company did not sell clinker. This increase was driven to the demand of clinker supply from the local private cement industry which can potentially increase the Company's operating income as well as the Company's initiatives in maximizing production during a condition of cement oversupply.

Meanwhile, the sales of white clay increased by 59% to 54,218 tons in 2021, from 34,140 tons realized in 2020. This achievement was endorsed by the high demand of supply from PT Pusri as the sole consumer of white clay while also supported by improvements in white clay operational patterns.

Perkembangan Volume Penjualan Produk Semen

Development in Sales Volume of Cement Products

(Ton, kecuali dinyatakan lain | Ton, unless stated otherwise)

No.	Type	Type	2021	2020	Perubahan (%) Change (%)
1	Terak	Clinker	7.743	--	100
2	Semen	Cement	1.940.309	1.930.022	1
	Ordinary Portland Cement (OPC) Tipe I	Ordinary Portland Cement (OPC) Tipe I	187.556	200.575	(6)
	Ordinary Portland Cement (OPC) Tipe II	Ordinary Portland Cement (OPC) Tipe II	--	--	n/a
	Ordinary Portland Cement (OPC) Tipe V	Ordinary Portland Cement (OPC) Tipe V	352	4.547	(93)
	Portland Composite Cement (PCC)	Portland Composite Cement (PCC)	1.752.401	1.724.900	16
3	Baturaja Mortar	Baturaja Mortar	24	--	100
4	White Clay	White Clay	54.218	34.140	59

Pangsa pasar (*market share*) Perseroan pada tahun 2021 mencapai 31% untuk wilayah Sumbagsel, lebih rendah 1% dibandingkan periode yang sama tahun sebelumnya. Hal ini disebabkan adanya penetrasi yang agresif dari pesaing semen lain. Meski demikian, peningkatan *market share* Perseroan terjadi di wilayah Lampung yang mampu mencapai 29%, lebih tinggi 1% dibandingkan dengan periode yang sama tahun sebelumnya.

The Company's market share in 2021 reached 31% for Southern Sumatra region, 1% lower than the same period of the previous year. This was caused by the aggressive penetration of others cement competitors. Nevertheless, increase in the Company's market share occurred in the Lampung area with 29%, 1% higher than the period of the previous year.

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Profitabilitas

Perseroan mencatatkan profitabilitas segmen usaha semen, yang ditunjukkan dari laba bersih sebesar Rp51,82 miliar. Pencapaian tersebut meningkat 372% dari capaian tahun 2020 yang sebesar Rp10,98 miliar. Pertumbuhan ini didukung oleh kenaikan profitabilitas dari beberapa tipe produk/jasa yakni terak, *white clay*, mortar, dan jasa pengangkutan yang naik signifikan masing-masing sebesar 100%, 56%, 100%, dan 75%. Kinerja Profitabilitas

Profitability

The Company recorded profitability in its cement business segment as shown in the net profit of Rp51.82 billion. This achievement increased by 372% from Rp10.98 billion realized in 2020. This growth was reinforced by the increase in profitability of several types of products/services, namely clinker, white clay, mortar, and transport services which significantly increased each by 100%, 56%, 100%, and 75% respectively

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

No.	Tipe Type		2021	2020	Perubahan (%) Change (%)
1	Pendapatan				
	• Terak	Clinker	3.213	--	100
	• Semen	Cement	1.712.819	1.696.542	1
	• Bungkus	Zak	1.560.718	1.473.507	6
	• Curah	Bulk	152.101	223.036	(32)
	• <i>White Clay</i>	White Clay	30.614	19.624	56
	• Jasa Pengangkutan	Transport Services	4.731	2.707	75
	• Mortar	Zak	45	--	100
	• Lain-lain	Others	164	3.034	(95)
	Jumlah	Total	1.751.586	1.721.907	2
2	Laba Kotor	Gross Profit	774.271	720.158	8
3	Laba Usaha	Operating Profit	234.311	215.160	9
4	Laba Bersih	Net Profit	51.817	10.982	372

Rencana Strategis 2022

Dengan mengacu kepada inisiatif strategis sub kluster semen, inisiatif strategis yang ditetapkan pada tahun 2022 adalah memastikan peningkatan nilai dari setiap tahapan proses bisnis di Perseroan (*value chain*). Berikut ini merupakan penjabaran rencana strategis Perseroan di tahun 2022, yakni:

- Nilai Ekonomi dan Sosial untuk Indonesia
Penerapan inisiatif SMBRGO45 yang merupakan langkah-langkah dalam peningkatan pendapatan dan pengurangan biaya melalui efisiensi hingga diperoleh titik impas (*break even point*) di utilitas 45%, melakukan sinergi dengan BUMN lain, mengoptimalkan pola distribusi dan manajemen gudang, menjaga likuiditas, solvabilitas dan kualitas piutang, implementasi *best practice operasional*, peningkatan pemanfaatan limbah, melakukan penguatan manajemen risiko, serta penerapan *Good Corporate Governance* (GCG).
- Inovasi Model Bisnis
Pengembangan *channel* pemasaran dengan memanfaatkan teknologi digital dan melakukan pengembangan produk hilir.

2022 Strategic Plan

Referring to the strategic initiative of the cement sub-cluster, the strategic initiative set forth for the year 2022 is to ensure the increase in value of each of the business process stages in the Company (*value chain*). Following are descriptions of the Company's strategic plan in the year 2022:

- Economic and Social Value for Indonesia
Implementation of SMBRGO45 initiative which are steps to increase income and reduce costs through efficiency until break-even point is attained in 45% utilization, conduct synergy with other SOE, optimize the distribution pattern and warehouse management, maintain liquidity, solvability and quality of receivables, implementation of operational best practices, improvement of waste utilization, strengthening of risk management, and implementation of Good Corporate Governance (GCG).
- Business Model Innovation
Development of marketing channels by taking advantage of digital technology and develop downstream products.



- c. **Kepemimpinan Teknologi**
Implementasi *plant automation* proses produksi berbasis industri 4.0 untuk mendukung pencapaian *roadmap* INDI 4.0, melakukan pengembangan teknologi informasi (TI) yang sesuai dengan Masterplan Teknologi Informasi (MPTI) serta peningkatan *IT maturity level*.
- d. **Peningkatan Investasi**
Perseroan melakukan langkah strategis dalam peningkatan investasi, baik investasi pengembangan maupun investasi rutin, yang terdiri dari percepatan pengurusan operasional tambang, pengembangan fasilitas bangunan pabrik, pengembangan *distribution center*, melakukan optimalisasi dan efisiensi pabrik serta penyediaan kebutuhan *sparepart* untuk mendukung kelancaran pabrik.
- e. **Pengembangan Talenta**
Melakukan pengembangan *talent pool*, penerapan transformasi menuju budaya *unified performance driven*, pengembangan sistem manajemen talenta, memberdayakan peranan talenta penyandang disabilitas, penanganan aset serta peningkatan produktivitas tenaga kerja.
- c. **Technology Leadership**
Implementation of plant automation in the industry 4.0-based production process in order to achieve INDI 4.0 roadmap, develop information technology (IT) that is in line with the Information Technology Masterplan as well as increase in IT maturity level.
- d. **Investment Energize**
The Company takes on strategic steps to increase investment, both development investment and routine investment, consisting of the acceleration of mining operations management, expansion of plant building facilities, expansion of distribution center, plant optimization and efficiency as well as the procurement of sparepart requirements to support the smooth run operation of the plant.
- e. **Talent Development**
Development of talent pool, implementation of transformation towards the culture of unified performance driven, development of talent management system, empowerment of talents with disabilities, asset management as well as increase manpower productivity.

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Laba tahun berjalan PT Semen Baturaja (Persero) pada tahun 2021 tercatat sebesar Rp51,82 miliar, atau meningkat kuat 372% bila dibandingkan laba tahun sebelumnya, yang tercatat sebesar Rp10,98 miliar. Hal ini antara lain disebabkan oleh penurunan pengeluaran pada beberapa pos.

The current year's profit of PT Semen Baturaja (Persero) in 2021 was recorded at Rp51.82 billion, a strong increase of 372% when compared to the previous year's profit, which was recorded at Rp10.98 billion. This was partly due to a decrease in spending on several posts.

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Kinerja keuangan yang disajikan di bawah ini mengacu pada Laporan Keuangan yang berakhir 31 Desember 2021 dan telah diaudit oleh KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan (terafiliasi dengan RSM) dengan opini wajar dalam semua hal yang material. Posisi keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anak tanggal 31 Desember 2021 serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Financial performance presented below refers to the Financial Report ending in 31 December 2021 and audited by KAP Amir Abadi Jusuf, Aryanto, Mawar and Partners (affiliated with RSM) with the opinion of Fair in All Material Matters. The consolidated financial position of PT Semen Baturaja (Persero) Tbk and subsidiaries dated 31 December 2021 as well as the financial performance and consolidated cash flow for the year ending on the said date, are in accordance with the Financial Accounting Standards in Indonesia.



Aset

Aset Lancar

Hingga 31 Desember 2021, Perseroan mencatatkan aset lancar sebesar Rp1,31 triliun, naik Rp210,23 miliar atau 19% dari periode yang sama tahun sebelumnya yang tercatat sebesar Rp1,10 triliun. Kenaikan tersebut utamanya terjadi karena beberapa akun pada tahun 2021 mengalami pertumbuhan positif dibandingkan tahun sebelumnya, yaitu:

1. Kas dan setara kas naik 48% dari Rp362,47 miliar di tahun 2020 menjadi Rp534,83 miliar di tahun 2021.
2. Piutang usaha ke pihak berelasi naik 17% dari Rp6,76 miliar di tahun 2020 menjadi Rp7,92 miliar di tahun 2021, dan piutang usaha pihak ketiga naik 5% dari Rp443,46 miliar di tahun 2020 menjadi Rp466,03 miliar di tahun 2021.
3. Persediaan naik 13% dari Rp249,82 miliar di tahun 2020 menjadi Rp282,22 miliar di tahun 2021.
4. Pajak Dibayar di Muka naik 12% dari Rp6,32 miliar di tahun 2020 menjadi Rp7,04 miliar di tahun 2021.
5. Aset keuangan lancar lainnya naik 5% dari Rp525 juta di tahun 2020 menjadi Rp551 juta di tahun 2021.

Kinerja Aset Lancar

Current Assets Performance

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Kas dan Setara Kas	Cash and Cash Equivalent	534.830	362.469	48
Piutang Usaha:	Trade Receivable:			
• Pihak Ketiga	• Third Parties	466.029	443.456	5
• Pihak Berelasi	• Related Parties	7.923	6.766	17
Piutang Lain-lain:	Other Receivables:			
• Pihak Ketiga	• Third Parties	1.599	6.106	(74)
• Pihak Berelasi	• Related Parties	-	2.239	(100)
Persediaan	Inventories	282.227	249.819	13
Pajak Dibayar di Muka	Prepaid Taxes	7.044	6.317	12
Biaya Dibayar di Muka	Prepaid Expenses	2.412	4.407	(45)
Uang Muka	Down Payment	9.267	19.553	(53)
Aset Keuangan Lancar Lainnya	Other Current Financial Assets	551	525	5
Jumlah Aset Lancar	Total Current Assets	1.311.882	1.101.657	19

Kas dan Setara Kas

Posisi kas Perseroan pada tahun 2021 mencapai Rp534,83 miliar. Dibandingkan dengan realisasi tahun sebelumnya yang sebesar Rp362,47 miliar, mengalami peningkatan 48% atau sebesar Rp172,36 miliar. Peningkatan tersebut utamanya akibat penerimaan pembayaran dari distributor mengalami kenaikan.

Asset

Current Assets

Until 31 December 2021, the Company recorded the fixed assets at Rp1.31 trillion, an increase of Rp210.23 billion or 19% from the same period of the previous year which logged the amount of Rp1.10 trillion. This increment was mainly due to several accounts which in the year 2021 experienced positive growth compared to the previous year, as noted below:

1. Cash and cash equivalent increased by 48% from Rp362.47 billion in 2020 to Rp534.83 in 2021.
2. Account receivable of related parties grew by 17% from Rp6.76 billion in 2020 to Rp7.92 billion in 2021, and third party account receivable increased by 5% from Rp443.46 billion in 2020 to Rp466.03 billion in 2021.
3. Inventory increased by 13% from Rp249.82 billion in 2020 to Rp282.22 billion in 2021.
4. Prepaid Taxes increased by 12% from Rp6.32 billion in 2020 to Rp7.04 billion in 2021.
5. Other current financial assets increased by 5% from Rp525 million in 2020 to Rp551 million in 2021.

Cash and Cash Equivalent

The Company's cash position in 2021 reached Rp534.83 billion. Compared to Rp362.47 billion realized in the previous year, the increase was 48% or at the amount of Rp172.36 billion. This increment was mainly caused by the increased in payments from distributors.

Tinjauan Kinerja Keuangan

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Piutang Usaha

Piutang Usaha Perseroan kepada pihak ketiga tahun 2021 tumbuh positif 5% dari tahun 2020 yang sebesar Rp443,5 miliar menjadi Rp466,0 miliar dan piutang usaha kepada pihak berelasi naik 13% menjadi Rp7,9 miliar dibandingkan dengan pencapaian tahun sebelumnya yang sebesar Rp6,8 miliar. Hal tersebut disebabkan oleh pemulihan pencadangan piutang usaha sebesar Rp13,6 miliar dari posisi tahun 2020 yang sebesar Rp83,3 miliar menjadi Rp69,7 miliar akibat dari penambahan jaminan atas piutang distributor dalam perhitungan pencadangan piutang, fasilitas anjak piutang Perseroan turun sebesar Rp118,8 miliar menjadi Rp28,8 miliar dibandingkan dengan tahun lalu sebesar Rp147,6 miliar. Piutang usaha Perseroan sebelum dikurangi dengan cadangan piutang dan anjak piutang secara total turun 16% dari posisi tahun 2020 sebesar Rp681,1 miliar menjadi Rp572,5 miliar.

Piutang Lain-lain

Adapun piutang lain-lain kepada pihak ketiga menurun 73% dibandingkan dengan pembukuan tahun 2020 yang sebesar Rp6,1 miliar menjadi Rp1,6 miliar pada tahun 2021. Hal ini disebabkan oleh pembayaran piutang kompensasi limbah di tahun 2021 dan tidak ada lagi pemanfaatan pengelolaan limbah FABA mulai bulan april 2021 sesuai dengan Peraturan Pemerintah No: 22 Tahun 2021.

Sementara itu, pada tahun 2021 Perseroan tidak mencatatkan piutang lain-lain kepada pihak berelasi. Dibandingkan dengan tahun 2020 yang sebesar Rp2,2 miliar, kondisi tersebut menurun 100% disebabkan oleh pelunasan piutang kompensasi limbah di tahun 2021 dan tidak ada lagi pemanfaatan pengelolaan limbah FABA mulai bulan april 2021 sesuai dengan Peraturan Pemerintah No: 2 Tahun 2021.

Persediaan

Perseroan membukukan persediaan pada 2021 naik 13% atau sebesar Rp32,40 miliar menjadi Rp282,23 miliar dari pembukuan tahun 2020 yang sebesar Rp249,82 miliar. Kenaikan tersebut didorong oleh pertumbuhan target penjualan pada tahun 2021, serta untuk menjaga ketersediaan pasokan sehubungan dengan meningkatnya volume penjualan di wilayah pemasaran Perseroan.

Pajak Dibayar di Muka

Pajak Dibayar di Muka Perseroan tahun 2021 mengalami peningkatan 12% atau sebesar Rp727 juta menjadi Rp7,04 miliar dari posisi tahun 2020 sebesar Rp6,32 miliar, yang disebabkan oleh adanya uang muka PPh badan dan PPN masukan di entitas anak.

Operating/Trade Receivables

The Company's Trade Receivables to third parties in 2021 grew positively 5% from the position in 2020 which amounted to Rp443.5 billion and trade receivables to related parties increased 13% to Rp7.9 billion compared to the previous year's achievement of Rp6.8 billion. This was due to the recovery of allowance for trade receivables of Rp13.6 billion from the position in 2020 which was Rp83.3 billion to Rp69.7 billion due to the addition of collateral for distributor receivables in the calculation of allowance for receivables. The Company's factoring facility decreased by Rp118.8 billion to Rp28.8 billion compared to last year's Rp147.6 billion. The Company's trade receivables before deducting allowance for receivables and factoring decreased by 16% from the 2020 position of Rp681.1 billion to Rp572.5 billion.

Others Receivables

Meanwhile, other receivables to third parties decreased by 75% compared to the 2020 financial statement Rp6.1 billion to Rp1.6 billion in 2021. This was due to the payment of waste compenzation receivables in 2021 and there was no longer any use of FABA waste management starting in april 2021 accordance with Goverment Regulation's Number: 22 of 2021.

And then, in 2021 The Company's did not record other receivables from related parties. Compared to 2020 which amounted to Rp2.2 billion, this condition decreased 100% due to the settlement of waste compensation receivables in 2021 and there was no longer any use of FABA waste management starting in april 2021 accordance with Goverment Regulation's Number: 22 of 2021.

Inventories

The Company recorded inventories in 2021 increased by 13% or Rp32.40 billion to a total of Rp282.23 billion from Rp249.82 billion in 2020. This increase was reinforced by the growth in sales target in 2021, as well as to maintain the availability of supplies by increasing sales volume in the Company's marketing areas.

Prepaid Tax

The Company's Tax Paid in Advance in the year 2021 rose by 12% or Rp727 million to a total of Rp7.04 billion from the position in 2020 with a total of Rp6.32 billion, which was caused by the presence of advance money of Pph institution and PPN income in subsidiaries.



Biaya Dibayar di Muka

Perseroan mencatatkan Biaya Dibayar di Muka tahun 2021 Rp2,41 miliar, turun 45% atau sebesar Rp1,99 miliar dari pembukuan tahun 2020 yang sebesar Rp4,41 miliar. Penurunan tersebut didorong oleh turunnya biaya dibayar di muka dwiguna Direksi dan Dewan Komisaris serta sewa bangunan dimuka entitas anak yang direklasifikasi ke liabilitas sewa.

Uang Muka

Uang Muka Perseroan pada tahun 2021 mengalami penurunan 53% atau sebesar Rp10,29 miliar menjadi Rp9,27 miliar dari periode yang sama pada tahun lalu yaitu sebesar Rp19,6 miliar, yang disebabkan oleh realisasi uang muka atas pembelian barang dan jasa.

Aset Keuangan Lancar Lainnya

Perseroan mencatatkan Aset Keuangan Lancar Lainnya naik 5% atau Rp26,00 juta menjadi Rp551,50 juta pada tahun 2021 dibandingkan dengan posisi yang sama tahun sebelumnya Rp525,50 juta, didorong oleh akrual pendapatan bunga deposito.

Aset Tidak Lancar

Hingga akhir tahun 2021, aset tidak lancar Perseroan mengalami penurunan 3% atau sebesar Rp129,65 miliar dari Rp4,64 triliun pada tahun 2020 menjadi Rp4,51 triliun pada tahun 2021. Penurunan tersebut terjadi karena penambahan aset selama tahun 2021 lebih kecil dari pada nilai penyusutan aset selama tahun 2021, yaitu:

1. Aset tetap menurun 3% dari Rp4,24 triliun di tahun 2020 menjadi Rp4,13 triliun di tahun 2021 disebabkan penambahan aset tetap tahun 2021 sebesar Rp59 miliar dan penambahan biaya depresiasi tahun 2021 sebesar Rp169 miliar.
2. Aset tak berwujud menurun 15% dari Rp241,07 miliar di tahun 2020 menjadi Rp204,07 miliar di tahun 2021 disebabkan oleh penambahan biaya amortisasi tahun 2021 sebesar Rp 41,8 miliar.

Kinerja Aset Tidak Lancar

Performance of Non-Current Assets

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Penyertaan Saham	Investment in Share	25	25	0
Aset Tetap	Fixed Assets	4.132.636	4.242.524	(3)
Aset Tak Berwujud	Intangible Assets	204.077	241.077	(15)
Aset Tidak Lancar Lainnya	Other Non-Current Assets	169.126	151.892	11
Jumlah Aset Tidak Lancar	Total Non-Current Assets	4.505.864	4.635.518	(3)

Prepaid Expense

The Company recorded the Prepaid Expenses in the year 2021 a total of Rp2.41 billion, dropped by 45% or Rp1.99 billion from Rp4.41 billion realized in 2020. This decrease was affected by the decline in prepaid expenses of the Board of Directors and the Board of Commissioners as well as building leases for subsidiaries reclassified to lease liabilities.

Down Payment

The Company down payments in the year 2021 declined by 53% or Rp10.29 billion to a total of Rp9.27 billion from Rp19.6 billion in the same period of the previous year, which was caused by the realized down payments for the purchase of goods and services.

Other Current Financial Assets

The Company logged Other Current Financial Assets increased by 5% or Rp26.00 million to a total of Rp551.50 million in 2021, compared to the position in the same period of the previous year which totaled Rp525.50 million, supported by accrual of deposit interest income.

Non-Current Assets

Until the end of the year 2021, the Company's non-current assets decreased by 3% or Rp129.65 billion from Rp4.64 trillion in 2020 to Rp4.51 trillion in 2021. This decline occurred due to the additional assets during 2021 which was lower than the depreciation value during the year as described below:

1. Fixed assets dropped by 3% from Rp4.24 trillion in 2020 to Rp4.13 trillion in 2021 caused by the additional fixed assets in 2021 at the amount of Rp59 billion and additional depreciation costs in 2021 of Rp169 billion.
2. Intangible assets decreased by 15% from Rp241.07 billion in 2020 to Rp204.07 billion in 2021 caused by the additional amortization costs in 2021 amounting to Rp41.8 billion.

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Total Aset

Dengan adanya peningkatan pada aset lancar sebesar 19%, dan penurunan pada aset tidak lancar 3% maka jumlah aset Perseroan hingga akhir Desember 2021 mengalami peningkatan sebesar 1% atau sebesar Rp80,57 miliar. Jika pada tahun 2020 sebesar Rp5,74 triliun, di tahun 2021 menjadi Rp5,82 triliun.

Kinerja Total Aset

Performance of Total Assets

(Rp Juta, kecuali dinyatakan lain Rp Million, unless stated otherwise)				
Uraian Description		2021	2020	Perubahan (%) Change (%)
Aset Lancar	Current Assets	1.311.882	1.101.657	19
Aset Tidak Lancar	Non-Current Assets	4.505.864	4.635.518	(3)
Jumlah Aset	Total Assets	5.817.746	5.737.176	1

Kinerja Total Aset Berdasarkan Segmen Geografis

Performance of Total Assets Based on Geographic Segment

(Rp Juta, kecuali dinyatakan lain Rp Million, unless stated otherwise)				
Uraian Description		2021	2020	Perubahan (%) Change (%)
Sumatera Selatan	South Sumatra	5.611.857	5.647.527	(1)
Jambi	Jambi	77.550	76.572	1
Lampung	Lampung	126.652	11.670	985
Jakarta	Jakarta	1.687	1.406	20
Total Aset	Total Assets	5.817.746	5.737.176	1

Terdapat peningkatan nilai aset berdasarkan segmen geografis sebagai berikut:

1. Jambi mengalami peningkatan 1% atau Rp978 juta, dari tahun 2020 sebesar Rp76,57 miliar menjadi Rp77,55 miliar di tahun 2021.
2. Lampung meningkat 985% atau Rp114,98 miliar, dari tahun 2020 sebesar Rp11,67 miliar menjadi Rp126,65 miliar di tahun 2021.
3. Jakarta tumbuh 20% atau Rp280,65 juta, dari tahun 2020 sebesar Rp1,40 miliar menjadi Rp1,69 miliar di tahun 2021.

Penurunan nilai aset berdasarkan segmen geografis juga terjadi, yaitu di wilayah Sumatera Selatan yang lebih rendah 1% atau Rp35,67 miliar, dari sebesar Rp5,65 triliun pada tahun 2020 menjadi Rp5,61 triliun di tahun 2021.

Total Assets

With the increase in current assets at 19%, and decrease in non-current assets at 3%, thus the Company's total assets until the end of December 2021 increased by 1% or Rp80.57 billion. If in 2020 the total was Rp5.74 trillion, then in 2021 it amounted Rp5.82 trillion.

Increase in asset value based on geographic segment was noted as described below:

1. Jambi with an increase of 1% or Rp978 million, from Rp76.57 billion in 2020 to Rp77.55 billion in 2021.
2. Lampung increased by 985% or Rp114.98 billion, from Rp11.67 billion in 2020 to Rp126.65 billion in 2021.
3. Jakarta grew by 20% or Rp280.65 million, from Rp1.40 billion in 2020 to Rp1.69 billion in 2021.

Decrease in asset value based on geographic segment occurred in South Sumatra with 1% or Rp35.67 billion lower compared to Rp5.65 trillion in 2020 to a total Rp5.61 trillion in 2021.



Liabilitas

Liabilitas Jangka Pendek

Liabilitas jangka pendek Perseroan mengalami penurunan 44% atau sebesar Rp377,02 miliar dari Rp850,14 miliar pada tahun 2020 menjadi Rp473,11 miliar pada tahun 2021. Penurunan tersebut, terutama karena adanya pengurangan pada:

1. Utang usaha kepada pihak ketiga menurun 18%, dari sebesar Rp194,56 miliar di tahun 2020 menjadi Rp160,43 miliar di tahun 2021.
2. Utang jangka panjang-bagian jangka pendek yang merupakan pinjaman bank turun 86% dari Rp425,52 miliar di tahun 2020 menjadi Rp58,86 miliar di tahun 2021 yang diakibatkan oleh pelunasan atas utang bank *medium term notes* sebesar Rp400 miliar.
3. Utang pajak menurun 29% dari sebesar Rp25,54 miliar pada tahun 2020 menjadi Rp18,16 miliar di tahun 2021, karena penurunan: Pajak Penghasilan sebesar Rp 880 juta, Pajak Pertambahan Nilai Rp3,6 miliar serta pelunasan denda dan kurang bayar atas pemeriksaan pajak di tahun 2021.
4. Liabilitas sewa-jatuh tempo dalam satu tahun menurun 68% dari sebesar Rp39,89 miliar di tahun 2020 menjadi Rp12,90 miliar di tahun 2021 hal ini disebabkan karena habisnya masa sewa.

Sementara pos di liabilitas jangka pendek yang mengalami kenaikan, misalnya:

1. Utang usaha kepada pihak berelasi meningkat 41% dari sebesar Rp64,21 miliar di tahun 2020 menjadi Rp90,40 miliar di tahun 2021.
2. Beban akrual meningkat 27% dari sebesar Rp97,94 miliar di tahun 2020 menjadi Rp124,21 miliar di tahun 2021 disebabkan oleh penambahan utang *development* tambang Pabrik Baturaja II yang jatuh tempo dalam 1 tahun sebesar Rp19 miliar dan akrual atas utang sewa tanah PT Kereta Api Indonesia sebesar Rp2,8 miliar akibat belum adanya tagihan atas sewa tanah tersebut.
3. Liabilitas imbalan kerja jangka pendek meningkat sebesar 182% dari sebesar Rp548 juta di tahun 2020 menjadi Rp1,54 miliar di tahun 2021 atas akrual biaya pemeriksaan kesehatan sebesar Rp1,2 miliar.
4. Liabilitas jangka pendek lainnya meningkat sebesar 243% dari sebesar Rp1,92 miliar di tahun 2020 menjadi Rp6,60 miliar di tahun 2021 yang disebabkan atas akrual asuransi manfaat hari tua karyawan di bawah tahun 2007 untuk ditempatkan pada program iuran manfaat pasti.

Liabilities

Short-Term Liabilities

The Company's short-term liabilities decreased by 44% or Rp377.02 billion from Rp850.14 billion in 2020, to a total of Rp473.11 billion in 2021. Such a decline was especially due to the following:

1. Account payable to third parties dropped by 18%, from Rp194.56 billion in 2020 to Rp160.43 billion in 2021.
2. Long-term debt-short term portion (bank loans) decreased by 86% from Rp425.52 billion in 2020 to Rp58.86 billion in 2021 as a result from loan repayment of medium-term notes at the amount of Rp400 billion.
3. Tax payables decreased by 29% from Rp25.54 billion in 2020 to Rp18.16 billion in 2021, due to decline in: Income Tax of Rp880 million, Added Value Tax of Rp3.6 billion and settlement of fines and underpayment of tax audits in 2021.
4. Lease obligations due in one year, decreased by 68% from Rp39.89 billion in 2020 to Rp12.90 billion in 2021, due to completion of lease term.

Meanwhile, posts in short-term liabilities increased, such as in the following:

1. Account payables to related parties increased by 41% from Rp64.21 billion in 2020 to Rp90.40 billion in 2021.
2. Accrued expenses increased by 27% from Rp97.94 billion in 2020 to Rp124.21 billion in 2021 as a result from the additional loan for Baturaja II Mining Plant development due in one-year time at the amount of Rp19 billion and the accruals of land lease payable by PT Kereta Api Indonesia amounting to Rp2.8 billion due to the absence of a claim for the land lease.
3. Short-term employee benefit liabilities increased by 182% from Rp548 million in 2020 to Rp1.54 billion in 2021 on the accruals of medical examination fee totaling to Rp1.2 billion.
4. Other short-term liabilities increased by 243% from Rp1.92 billion in 2020 to Rp6.60 billion in 2021 due to the accrual of employee retirement benefit insurance prior to the year 2007 to be placed in a defined benefit contribution plan.

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Kinerja Liabilitas Jangka Pendek

Performance of Short-Term Liabilities

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Utang Usaha:	Trade Payables:			
• Pihak Ketiga	• Third Parties	160.434	194.562	(18)
• Pihak Berelasi	• Related Parties	90.401	64.214	41
Utang Jangka Panjang- Bagian Jangka Pendek	Long Term Debt - Current Portion	58.855	425.524	(86)
Utang Pajak	Tax Payable	18.164	25.543	(29)
Beban Akrua	Accrued Expenses	124.216	97.937	27
Liabilitas Imbalan Kerja Jangka Pendek	Short Term Employee Benefits Liabilities	1.543	548	182
Liabilitas Sewa Jatuh Tempo dalam Satu Tahun	Finance Lease Liabilities Payable in One Year	12.897	39.886	(68)
Liabilitas Jangka Pendek Lainnya	Other Current Liabilities	6.604	1.924	243
Jumlah Liabilitas Jangka Pendek	Total Current Liabilities	473.114	850.139	(44)

Liabilitas Jangka Panjang

Hingga akhir tahun 2021, liabilitas jangka panjang Perseroan mengalami kenaikan 27% atau sebesar Rp399,24 miliar, dari Rp1,48 triliun pada tahun 2020 menjadi Rp1,88 triliun pada tahun 2021. Perubahan itu disebabkan oleh:

1. Pinjaman bank jangka panjang meningkat 36% dari sebesar Rp1,17 triliun di tahun 2020 menjadi Rp1,59 triliun di tahun 2021. Hal ini diakibatkan oleh adanya *repackaging* utang kredit investasi. Pada tahun 2021 Perseroan menerima tambahan pinjaman atas *repackaging* utang kredit investasi sebesar Rp480 miliar yang akan digunakan sebagai pembayaran utang *medium term notes* sebesar Rp400 miliar
2. Liabilitas pajak tangguhan meningkat 15% dari sebesar Rp126,76 miliar di tahun 2020 menjadi Rp145,14 miliar di tahun 2021 atas penambahan beban pajak tangguhan tahun berjalan sebesar Rp18 miliar.

Sementara pos liabilitas jangka panjang yang mengalami penurunan, yaitu:

1. Liabilitas sewa jangka panjang menurun 12% dari sebesar Rp89,43 miliar di tahun 2020 menjadi Rp78,69 miliar di tahun 2021, yang disebabkan oleh reklasifikasi ke liabilitas sewa jangka pendek.
2. Liabilitas imbalan kerja jangka panjang menurun 4% dari sebesar Rp52,48 miliar di tahun 2020 menjadi Rp50,51 miliar di tahun 2021.
3. Utang *development*, provisi reklamasi dan pasca tambang menurun 68% dari sebesar Rp37,35 miliar di tahun 2020 menjadi Rp11,92 miliar di tahun 2021 atas reklasifikasi utang *development* tambang yang jatuh tempo dalam 1 (satu) tahun ke liabilitas jangka pendek.

Long-Term Liabilities

Until the end of the year 2021, the Company's long-term liabilities increased by 27% or Rp399.24 billion, from Rp1.48 trillion in the year 2020 to Rp1.88 trillion in 2021. This change was caused by the following:

1. Long-term bank loans increased by 36% from Rp1.17 trillion in the year 2020 to Rp1.59 trillion in 2021. This was caused by the repackaging of investment credit loan. In the year 2021, the Company received additional loan for the repackaging of investment credit loan amounting to Rp480 billion which will be used as loan repayment of medium-term notes totaling to Rp400 billion.
2. Deferred tax liabilities increased by 15% from Rp126.76 billion in the year 2020 to Rp145.14 billion in 2021 for the additional deferred tax expenses for the year amounting to Rp18 billion.

Meanwhile, the long-term liability posts declined with the following:

1. Long-term lease liabilities decreased by 12% from Rp89.43 billion in the year 2020 to Rp78.69 billion in 2021, as a result from the reclassification of short-term lease liabilities.
2. Long-term employee benefit liabilities dropped by 4% from Rp52.48 billion in the year 2020 to Rp50.51 billion in 2021.
3. Development payables, reclamation and post-mining provisions decreased by 68% from Rp37.35 billion in the year 2020 to Rp11.92 billion in 2021 for the reclassification of mining development loans due within 1 (one) year-term to long-term liabilities.



Tabel Perkembangan Liabilitas

Liability Progress Table

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description	2021	2020	Perubahan (%) Change (%)
Utang Bank Jangka Panjang Long-Term Bank Loans	1.592.119	1.173.130	36
Utang Sewa Pembiayaan Jangka Panjang Financing Lease Liabilities	78.689	89.427	(12)
Liabilitas Pajak Tangguhan Deferred Tax Liabilities	145.141	126.760	15
Liabilitas Imbalan Jangka Panjang Long Term Employee Benefit Liabilities	50.513	52.481	(4)
Provisi Reklamasi dan Pasca Tambang Development Liabilities, provision for Reclamation and Post-Mining	11.925	37.350	(68)
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	1.878.387	1.479.148	27

Total Liabilitas

Dengan adanya penurunan pada liabilitas jangka pendek sebesar 44% dan peningkatan liabilitas jangka panjang sebesar 27%, maka total liabilitas Perseroan hingga akhir Desember 2021 meningkat 1% atau sebesar Rp22,22 miliar. Jika pada tahun 2020 sebesar Rp2,33 triliun, di tahun 2021 menjadi Rp2,35 triliun.

Total Liabilities

With the decline in short-term liabilities by 44% and increase in long-term liabilities by 27%, thus the Company's total liabilities as of the end of December 2021 increased by 1% or Rp22.21 billion, from Rp2.33 trillion in the year 2020 to Rp2.35 trillion in 2021.

Kinerja Total Liabilitas

Performance of Total Liabilities

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description	2021	2020	Perubahan (%) Change (%)
Liabilitas Jangka Pendek Short -Term Liabilities	473.114	850.139	(44)
Liabilitas Jangka Panjang Long-Term Liabilities	1.878.387	1.479.148	27
Total Liabilitas Total Liabilities	2.351.501	2.329.287	1

Ekuitas

Jumlah ekuitas Perseroan hingga akhir tahun 2021 mengalami peningkatan 2% atau sebesar Rp58,36 miliar dari Rp3,41 triliun pada tahun 2020 menjadi Rp3,47 triliun pada tahun 2021. Peningkatan tersebut berasal dari penyesuaian pengukuran kembali program imbalan pasti sebesar Rp6,54 miliar. Sementara itu terdapat juga kenaikan pada pos ekuitas dikarenakan adanya pencapaian laba tahun berjalan sebesar Rp51,82 miliar.

Equity

The Company total equity by the end of the year 2021 increased by 2% or Rp58.36 billion from Rp3.41 trillion in the year 2020 to Rp3.47 trillion in 2021. This increment stemmed from the adjustments to the re-measurement of defined benefit plan which amounted to Rp6.54 billion. Meanwhile, an increase occurred in the equity post due to achieved current profit amounting to Rp51.82 billion.

Tinjauan Kinerja Keuangan

Financial Performance Review

Kinerja Total Ekuitas

Performance of Total Equity

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Modal Saham	Share Capital	993.253	993.253	0
Tambahan Modal Disetor	Additional Paid-Up Capital	1.270.607	1.270.607	0
Saldo Laba	Retained Earnings	1.256.730	1.203.320	4
Penghasilan (Kerugian) Komprehensif Lain	Other Comprehensive Income (Loss)	(54.382)	(59.326)	(8)
Ekuitas Yang Dapat Diatribusikan Kepada Pemilik Entitas Induk	Equity Attributable to Parent Entity	3.466.208	3.407.854	2
Kepentingan Non Pengendali	Non-Controlling Interests	37	35	4
Jumlah Ekuitas	Total Equity	3.466.245	3.407.889	2

Labarugi dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Profit/Loss and Other Comperhensive Income

Kinerja Labarugi & Penghasilan Komprehensif Lain Konsolidasian

Performance of Consolidated Statements of Profit/Loss and Other Comprehensive Income

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Penjualan	Sales	1.751.586	1.721.907	2
Beban Pokok Penjualan	Cost of Goods Sold	(977.315)	(1.001.749)	(2)
Laba Kotor	Gross Profit	774.271	720.158	8
Beban Usaha	Operating Expense	(539.960)	(504.998)	7
Laba Usaha	Operating Profit	234.311	215.160	9
Pendapatan (beban) keuangan	Financial Income (Expense)	(165.957)	(178.692)	(7)
Laba Sebelum pajak penghasilan	Profit Before Income Tax	68.354	36.468	87
Beban Pajak Penghasilan	Income Tax Expense	(16.537)	(25.486)	(35)
Laba Tahun Berjalan dari Operasi yang dilanjutkan	Profit of Current Year from Continued Operations	51.817	10.982	372
Penghasilan komprehensif lain tahun berjalan setelah pajak	Other Comprehensive Income of Current Year After Tax	6.539	(9.792)	167
Laba Komprehensif Tahun Berjalan	Comprehensive Profit of Current Year	58.356	1.190	4.806

Penjualan

Perseroan berhasil membukukan total penjualan pada tahun buku yang berakhir 31 Desember 2021 sebesar Rp1,75 triliun, naik 2% atau sebesar Rp29,68 miliar dari posisi tahun buku 2020 yang mencapai Rp1,72 triliun. Kondisi tersebut didukung oleh peningkatan penjualan semen, *white clay*, terak dan juga mortar yang merupakan produk baru Perseroan. Selain itu jasa pengangkutan juga mengalami peningkatan meskipun pendapatan lain-lain mengalami penurunan.

Sales

The Company managed to record the total sales for fiscal year ending on 31 December 2021 at the amount of Rp1.75 trillion, a 2% increase or Rp29.68 billion from the position in fiscal year 2020 which booked Rp1.72 trillion. This was reinforced by the increase in sales of cement, white clay, clinker and also mortar, the Company's newest product. Furthermore, the transport services also improved although other income declined.



Kinerja Penjualan Bersih

Performance of Net Sales

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description	2021	2020	Perubahan (%) Change (%)
Penjualan pada pihak ketiga : Sales to Third Parties:			
Penjualan Semen Bungkus Sales of Bagged Cement	1.560.718	1.473.507	6
Penjualan Semen Curah Sales of Bulk Cement	151.923	223.036	(32)
Penjualan Terak Sales of Clinker	3.213	--	100
Jasa Pengangkutan Transportation Services	4.731	2.707	81
Penjualan Mortar Sales of Mortar	45	--	100
Lain-Lain Others	164	3.034	(95)
Jumlah Penjualan pada Pihak Ketiga Total Sales to Third Parties	1.720.794	1.702.283	1
Penjualan pada pihak berelasi : Sales to Related Parties:			
Penjualan Semen Curah Sales of Bulk Cement	177	--	100
Penjualan White Clay Sales of White Clay	30.614	19.624	56
Jumlah Penjualan pada Pihak Berelasi Total Sales to Related Parties	30.792	19.624	57
Jumlah Penjualan Bersih Total Net Sales	1.751.586	1.721.907	2

Komposisi penjualan semen bungkus mengalami peningkatan menjadi 91% dibandingkan dengan tahun 2020 sebesar 87% dari total penjualan. Sementara penjualan semen curah mengalami penurunan menjadi 9% dari tahun 2020 yang sebesar 13%.

The sales composition of bagged cement increased to 91% compared to the 87% of total sales in the year 2020. Meanwhile sales of bulk cement decreased to 9% from 13% in the year 2020.

Besaran pembagian dari total penjualan tersebut dalam segmen geografis adalah sebagai berikut:

The amount of the division of total sales in geographic segments is as follows:

Kinerja Penjualan Berdasarkan Segmen Geografis

Performance of Geographic Segment Sales

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description	2021	2020	Perubahan (%) Change (%)
Penjualan Semen : Cement Sales:			
Sumatera Selatan South Sumatra	1.015.364	1.034.072	(2)
Lampung Lampung	512.503	490.693	4
Jambi Jambi	108.147	108.564	(0)
Bengkulu Bengkulu	65.055	53.027	23
Bangka Belitung Bangka Belitung	6.450	4.810	34
Kalimantan Barat West Kalimantan	5.300	5.376	(1)
Total Penjualan Semen Total Cement Sales	1.712.819	1.696.542	1
Penjualan Terak : Clinker Sales:			
Bengkulu Bengkulu	3.213	--	100
Penjualan Mortar : Mortar Sales :			
Lampung Lampung	39	--	100
Sumatera Selatan South Sumatra	6	--	100

Tinjauan Kinerja Keuangan

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Uraian Description		2021	2020	Perubahan (%) Change (%)
Penjualan White Clay :	White Clay Sales:			
Sumatera Selatan	South Sumatra	30.614	19.624	56
Jasa Angkutan :	Freight Services			
Sumatera Selatan	South Sumatra	4.894	5.741	(15)
Jumlah Penjualan Bersih	Total Net Sales	1.751.586	1.721.907	2

Penjualan berdasarkan segmen geografis di tahun 2021 masih didominasi oleh wilayah Sumatera Selatan dengan realisasi Rp1,0 triliun untuk semen, Rp30,6 miliar untuk white clay dan Rp4,9 miliar untuk jasa angkutan. Segmen geografis yang mengalami penurunan penjualan semen adalah Sumatera Selatan yang lebih rendah 2%, Jambi lebih rendah 0%, dan Kalimantan Barat lebih rendah 1%.

Untuk wilayah Sumatera Selatan berdasarkan data Asosiasi Semen Indonesia pada tahun 2021 demand mengalami penurunan sebesar -0,3% dibandingkan tahun 2020. Pembangunan infrastruktur jalan Tol Trans Sumatera ruas Palembang - Bengkulu yang masih berlanjut menjadi potensi untuk SMBR meningkatkan kinerja volume penjualan.

Sedangkan untuk wilayah Jambi dan Kalimantan Barat, SMBR akan mengoptimalkan strategi penetrasi pasar dan melakukan pembenahan jaringan distribusi.

Sementara itu, peningkatan penjualan semen terjadi di wilayah Lampung, Bangka Belitung, dan Bengkulu masing-masing sebesar 4%, 34%, dan 23%. Peningkatan penjualan semen di wilayah tersebut disebabkan oleh naiknya volume penjualan baik dalam bentuk bulk maupun zak.

Beban Pokok Penjualan

Pada tahun buku 2021, beban pokok penjualan Perseroan tercatat Rp977,32 miliar, menurun 2% atau setara dengan Rp24,43 miliar dibandingkan dengan tahun buku sebelumnya yang sebesar Rp1,00 triliun. Hal tersebut disebabkan oleh penurunan biaya bahan baku penolong sebesar 15% dan pabrikasi lainnya sebesar 2%.

Biaya produksi tahun 2021 mengalami penurunan 0,2% atau sebesar Rp2,1 miliar, dari Rp988,7 miliar pada tahun 2020 menjadi Rp986,6 miliar pada tahun 2021. Adapun penyebab utamanya antara lain:

Sales based on geographic segment in the year 2021 remained dominant in the Southern Sumatra region with realization of Rp1.0 trillion for cement, Rp30.6 billion for white clay and Rp4.9 billion for freight services. The geographic segment that experienced a decrease in cement sales were South Sumatra with 2% less, Jambi with 0%, and West Kalimantan with 1% less.

Based on 2021 data from the Indonesian Cement Association, demand in Southern Sumatra decreased by -0.3% compared to the year 2020. The currently ongoing infrastructure development of Trans Sumatra Toll roads for Palembang-Bengkulu segment is a potential factor for SMBR to increase its sales volume.

While for Jambi and West Kalimantan regions, SMBR will optimize its market penetration strategy and conduct distribution network improvement.

In the meantime, increase in cement sales in Lampung, Bangka Belitung and Bengkulu areas each noted at 4%, 34% and 23% respectively. Cement sales increase in these areas were caused by the increase in sales volume of both bulk and bagged cement.

Cost of Goods Sold

In the fiscal year 2021, the Company's cost of goods sold was recorded at Rp977.32 billion, a 2% drop equivalent to Rp24.43 billion compared to the previous fiscal year which recorded Rp1.00 trillion. This was a result from the reduced cost of supporting raw materials by 15% and other fabrications by 2%.

Production costs in the year 2021 declined by 0.2% or Rp2.1 billion, from Rp988.7 billion in the year 2020 to Rp986.6 billion in 2021. The main reasons, among others, are as follows:



1. Bahan baku dan penolong pada tahun 2021 turun 15%, dari Rp259,0 miliar di tahun 2020 menjadi Rp219,6 miliar di tahun 2021 yang disebabkan oleh penurunan biaya penyediaan batukapur.
2. Biaya pabrik lainnya pada tahun 2021 turun 2%, dari Rp180,1 miliar di tahun 2020 menjadi Rp177,2 miliar di tahun 2021 karena efisiensi biaya pemeliharaan pabrik.

Sementara itu, terdapat pos biaya produksi yang mengalami kenaikan yaitu:

1. Biaya bahan bakar dan listrik yang naik 20%, dari Rp279,5 miliar di tahun 2020 menjadi Rp334,1 miliar di tahun 2021 akibat dari kenaikan harga batubara dunia.
2. Biaya penyusutan dan amortisasi naik 8% dari Rp140,7 miliar pada tahun 2020 menjadi Rp151,7 miliar di tahun 2021 didorong oleh kenaikan volume produksi.
3. Biaya tenaga kerja naik 8% dari Rp100,5 miliar pada tahun 2020 menjadi Rp108,4 miliar di tahun 2021 disebabkan oleh kenaikan premi asuransi kesehatan dan imbalan kerja jangka panjang.

1. Raw and supporting materials in 2021 decreased by 15%, from Rp259.0 billion in 2020 to Rp219.6 billion in 2021, caused by the decrease in the cost of providing limestone.
2. Other factory costs in 2021 decreased by 2%, from Rp180.1 billion in 2020 to Rp177.2 billion in 2021 due to efficiency of plant maintenance costs.

In the meantime, some production costs escalated, namely as follows:

1. Costs of fuel and electricity increased by 20%, from Rp279.5 billion in 2020 to Rp334.1 billion in 2021 due to the increase in world coal price.
2. Costs in depreciation and amortization increased by 8% from Rp140.7 billion in 2020 to Rp151.7 billion in 2021 driven by the increase in production volume.
3. Cost of manpower increased by 8% from Rp100.5 billion in 2020 to Rp108.4 billion in 2021 as a result from the increase in medical insurance premium and long-term employee benefits.

Kinerja Beban Pokok Penjualan

Performance of Cost of Goods Sold (COGS)

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	Persentase dari Total Beban Pokok Penjualan Percentage of Total COGS	2020	Persentase dari Total Beban Pokok Penjualan Percentage of Total COGS	Perubahan (%) Change (%)
Bahan Bakar dan Listrik	Fuel and Electricity	334.095	34%	279.480	28%	20
Bahan Baku dan Penolong	Raw Materials and Support	219.603	22%	258.966	26%	(15)
Penyusutan dan Amortisasi	Depreciation and Amortization	151.699	16%	140.668	14%	8
Biaya Tenaga Kerja	Cost of Manpower	108.431	11%	100.492	10%	8
Biaya Pabrik Lainnya	Other Manufacturing Costs	177.214	18%	180.173	18%	(2)
Persediaan barang dalam proses:	Inventory of On-Process Goods:					
• Persediaan Awal	• Beginning Balance	38.921	4%	67.863	7%	(43)
• Persediaan Akhir	• Ending Balance	(43.364)	(4%)	(38.921)	(4%)	11
Beban Pokok Produksi	Cost of Production	986.598	101	988.722	99	(0)
Persediaan Barang Jadi:	Inventory of Finished Goods:					
• Persediaan Awal	• Beginning Balance	26.207	3%	39.235	4%	(33)
• Persediaan Akhir	• Ending Balance	(35.489)	(4%)	(26.207)	(3%)	35
Beban Pokok Penjualan	Cost of Goods Sold	977.315		1.001.749		(2)

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Laba Kotor

Perseroan membukukan laba kotor tahun 2021 sebesar Rp774,27 miliar. Dibandingkan kinerja tahun 2020 yang sebesar Rp720,16 miliar, pencapaian tersebut tumbuh 8% atau sebanyak Rp54,11 miliar. Hal tersebut, antara lain didukung oleh akibat peningkatan volume penjualan dan penurunan beban pokok penjualan.

Kinerja Laba Kotor

Performance of Gross Profit

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Pendapatan	Revenues	1.751.586	1.721.907	2
Beban Pokok Penjualan	Cost of Goods Sold	(977.315)	(1.001.749)	(2)
Jumlah Laba Kotor Penjualan	Total Gross Profit	774.271	720.158	8

Beban Usaha

Perseroan membukukan beban usaha tahun 2021 sebesar Rp540,00 miliar, naik 7% atau sebesar Rp34,96 miliar dari pembukuan tahun 2020 yang sebesar Rp505,00 miliar. Hal itu didorong oleh penurunan pendapatan operasi lainnya yang mencapai 98% setara dengan Rp53,81 miliar.

Kinerja Beban Usaha

Performance of Operating Expense

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Beban Penjualan	Sales Expense	(313.037)	(315.425)	(1)
Beban Umum dan Administrasi	General and Administrative Expenses	(228.191)	(244.673)	(7)
Pendapatan (Beban) Operasi Lainnya	Other Operating Income (Expenses)	1.269	55.100	(98)
Jumlah Beban Usaha	Total Operating Expenses	(539.678)	(504.998)	7

Beban Penjualan

Hingga berakhirnya tahun buku 2021, beban penjualan Perseroan sebesar Rp313,04 miliar, menurun 1% dari posisi tahun 2020, yang sebesar Rp315,43 miliar. Adapun rincian peningkatan beban penjualan adalah sebagai berikut:

1. Gaji, upah dan tunjangan naik 37%, dari Rp29,0 miliar di tahun 2020 menjadi Rp40,0 miliar di tahun 2021.
2. Telekomunikasi dan alat tulis kantor naik 13%, dari Rp313 juta di tahun 2020 menjadi Rp354 juta di tahun 2021.
3. Sewa naik 587%, dari Rp47 juta di tahun 2020 menjadi Rp332 juta di tahun 2021.
4. Biaya lain - lain naik 219%, dari Rp277 juta menjadi Rp884 juta di tahun 2021.

Gross Profit

The Company recorded its gross profit in the year 2021 at Rp774.27 billion. Compared to the performance in 2020 which recorded Rp720.16 billion, such an achievement grew by 8% or Rp54.11 billion. This was, among others, caused by the increase in sales volume and the decrease in cost of goods sold.

Operating Expense

The Company recorded its operating expenses in the year 2021 a total of Rp540.00 billion, a 7% increase or Rp34.96 billion from Rp505.00 billion in the year 2020. This stemmed from the decrease in other operating income which reached 98% or equivalent to Rp53.81 billion.

Sales Expenses

Until the end of the fiscal year 2021, the Company's sales expenses amounted to Rp313.04 billion, a 1% decrease from Rp315.43 billion in 2020. Details of the increase in selling expenses are as follows:

1. Salaries, wages and benefits increased by 37%, from Rp29.0 billion in 2020 to Rp40.0 billion in 2021.
2. Telecommunication and office stationery increased by 13%, from Rp313 million in 2020 to Rp354 million in 2021.
3. Rent increased by 587%, from Rp47 million in 2020 to Rp332 million in 2021.
4. Other expenses increased by 219%, from Rp277 million to Rp884 million in 2021.



Sementara itu, terjadi penurunan di beberapa pos beban penjualan, yaitu:

1. Pengangkutan dan distribusi turun 4%, dari Rp236,2 miliar di tahun 2020 menjadi Rp227,2 miliar di tahun 2021.
2. Amortisasi turun 4%, dari Rp35,2 miliar di tahun 2020 menjadi Rp33,7 miliar di tahun 2021.
3. Keamanan & jasa profesional turun 24%, dari Rp8,6 miliar di tahun 2020 menjadi Rp6,6 miliar di tahun 2021.
4. Promosi turun 8%, dari Rp3,5 miliar di tahun 2020 menjadi Rp3,2 miliar di tahun 2021.
5. Perjalanan dinas turun 69%, dari Rp1,6 miliar di tahun 2020 menjadi Rp511 juta di tahun 2021.
6. Beban pemeliharaan turun 8%, dari Rp852 juta di tahun 2020 menjadi Rp786 juta di tahun 2021.

Meanwhile, a decrease in several sales expense items occurred, namely as follows:

1. Freight and distribution decreased by 4%, from Rp236.2 billion in 2020 to Rp227.2 billion in 2021.
2. Amortization decreased by 4%, from Rp35.2 billion in 2020 to Rp33.7 billion in 2021.
3. Security & professional services decreased by 24%, from IDR 8.6 billion in 2020 to IDR 6.6 billion in 2021.
4. Promotion decreased by 8%, from Rp3.5 billion in 2020 to Rp3.2 billion in 2021.
5. Business trip decreased by 69%, from Rp1.6 billion in 2020 to Rp511 million in 2021.
6. Maintenance expenses decreased by 8%, from Rp852 million in 2020 to Rp786 million in 2021.

Kinerja Beban Penjualan

Performance of Operating Expense

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Pengangkutan dan Distribusi	Freight and Distribution	227.194	236.155	(4)
Gaji, Upah dan Tunjangan	Salaries, Wages and Allowances	39.597	28.949	37
Amortisasi	Amortization	33.628	35.119	(4)
Keamanan & Jasa Profesional	Security & Professional Services	6.561	8.620	(24)
Promosi	Promotion	3.201	3.467	(8)
Perjalanan Dinas	Business Trip	511	1.625	(69)
Beban Pemeliharaan	Maintenance Expense	786	852	(8)
Telekomunikasi dan Alat Tulis Kantor	Telecommunication and Stationery	354	313	13
Sewa	Rent	322	47	587
Lain-lain	Others	884	277	219
Jumlah Beban Penjualan	Total Sales Expenses	313.037	315.425	(1)

Beban Umum dan Administrasi

Beban umum & administrasi Perseroan pada tahun 2021 sebesar Rp228,19 miliar, turun 7% dari tahun 2020 yang sebesar Rp244,67 miliar. Adapun rincian penurunan beban umum dan administrasi adalah sebagai berikut:

1. Jasa profesional dan keamanan turun 3%, dari Rp34,5 miliar di tahun 2020 menjadi Rp33,6 miliar di tahun 2021.
2. Denda pajak, asuransi dan sewa turun 37%, dari Rp21,0 miliar di tahun 2020 menjadi Rp13,2 miliar di tahun 2021.
3. Beban pemeliharaan turun 26%, dari Rp10,1 miliar di tahun 2020 menjadi Rp7,4 miliar di tahun 2021.
4. Perjalanan dinas turun 14%, dari Rp6,0 miliar di tahun 2020 menjadi Rp5,1 miliar di tahun 2021.
5. Listrik dan air turun 52%, dari Rp7,5 miliar di tahun 2020 menjadi Rp3,6 miliar di tahun 2021.
6. Rapat dinas turun 14%, dari Rp2,3 miliar di tahun 2020 menjadi Rp2,0 miliar di tahun 2021.

General and Administrative Expense

General and Administrative Expenses in the year 2021 was recorded at Rp228.19 billion, a 7% decline from Rp244.67 billion in 2020. Details of such decline in general and administrative expenses are as follows:

1. Professional and security services declined by 3%, from Rp34.5 billion in 2020 to Rp33.6 billion in 2021.
2. Tax, insurance and rental penalties decreased by 37%, from Rp21.0 billion in 2020 to Rp13.2 billion in 2021.
3. Maintenance expenses decreased by 26%, from Rp10.1 billion in 2020 to Rp7.4 billion in 2021.
4. Business trip dropped by 14%, from Rp6.0 billion in 2020 to Rp5.1 billion in 2021.
5. Electricity and water fell by 52%, from Rp7.5 billion in 2020 to Rp3.6 billion in 2021.
6. Official meetings decreased by 14%, from Rp2.3 billion in 2020 to Rp2.0 billion in 2021.

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- Sumbangan turun 59%, dari Rp4,7 miliar di tahun 2020 menjadi Rp1,9 di tahun 2021.
- Diklat dan detasering turun 46%, dari Rp1,9 miliar di tahun 2020 menjadi Rp1,0 miliar di tahun 2021.
- Penelitian dan pengembangan turun 67%, dari Rp2,0 miliar di tahun 2020 menjadi Rp675 juta di tahun 2021.
- Pembinaan jasmani dan rohani turun 27%, dari Rp1,1 miliar di tahun 2020 menjadi Rp770 juta di tahun 2021.
- Donations decreased by 59%, from Rp4.7 billion in 2020 to Rp1.9 in 2021.
- Training and detachering decreased by 46%, from Rp1.9 billion in 2020 to Rp1.0 billion in 2021.
- Research and development decreased by 67%, from Rp2.0 billion in 2020 to Rp675 million in 2021.
- Physical and spiritual development decreased by 27%, from Rp1.1 billion in 2020 to Rp770 million in 2021.

Sementara itu, beberapa pos yang mengalami kenaikan adalah:

- Gaji, upah dan tunjangan naik 3%, dari Rp113,6 miliar di tahun 2020 menjadi Rp116,5 miliar di tahun 2021.
- Penyusutan dan amortisasi naik 5%, dari Rp25,5 miliar di tahun 2020 menjadi Rp26,7 miliar di tahun 2021.
- Telekomunikasi dan koordinasi naik 1%, dari Rp7,4 miliar di tahun 2020 menjadi Rp7,5 miliar di tahun 2021.
- Perlengkapan naik 33%, dari Rp3,3 miliar di tahun 2020 menjadi Rp4,3 miliar di tahun 2021.
- Lain-lain naik 1%, dari Rp3,7 miliar di tahun 2020 menjadi Rp3,8 miliar di tahun 2021.
- Salaries, wages and benefits increased by 3%, from Rp113.6 billion in 2020 to Rp116.5 billion in 2021.
- Depreciation and amortization increased by 5%, from Rp25.5 billion in 2020 to Rp26.7 billion in 2021.
- Telecommunication and coordination increased by 1%, from Rp7.4 billion in 2020 to Rp7.5 billion in 2021.
- Equipment increased by 33%, from Rp.3.3 billion in 2020 to Rp.4.3 billion in 2021.
- Others increased by 1%, from Rp3.7 billion in 2020 to Rp3.8 billion in 2021.

Kinerja Beban Umum dan Administrasi

Performance of General & Administration Expense

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Gaji, Upah dan Tunjangan	Salaries, Wages and Allowances	116.543	113.633	3
Jasa Profesional dan Keamanan	Professional Fees and Securities	33.572	34.517	(3)
Penyusutan dan Amortisasi	Depreciation and Amortization	26.739	25.511	5
Denda Pajak, Asuransi dan Sewa	Penalties in Tax, Insurance and Lease	13.227	21.006	(37)
Telekomunikasi dan Koordinasi	Telecommunication and Administration	7.480	7.409	1
Beban Pemeliharaan	Maintenance Expense	7.444	10.096	(26)
Perjalanan Dinas	Business Trip	5.110	5.963	(14)
Perlengkapan	Equipment	4.341	3.263	33
Listrik dan Air	Electricity and Water	3.590	7.550	(52)
Rapat Dinas	Business Meeting	1.999	2.324	(14)
Sumbangan	Donation	1.906	4.669	(59)
Diklat dan Detasering	Education, Training and Manpower Supply	1.026	1.884	(46)
Pembinaan Jasmani dan Rohani	Physical and Spiritual Development	770	1.053	(27)
Penelitian dan Pengembangan	Research and Development	675	2.070	(67)
Lain-lain	Others	3.769	3.723	1
Jumlah Beban Umum & Administrasi	Total General & Administration Expense	228.191	244.673	(7)



Laba Usaha

Posisi laba usaha Perseroan pada tahun 2021 mencapai Rp234,31 miliar, naik 9% atau setara dengan Rp19,15 miliar dari posisi tahun 2020 yang sebesar Rp215,16 miliar. Perubahan tersebut didorong oleh penurunan beban penjualan dan beban umum & administrasi.

Pendapatan (Beban) Keuangan

Sepanjang tahun 2021, Perseroan mencatatkan beban keuangan Rp180,36 miliar. Dibandingkan dengan tahun buku sebelumnya yakni Rp183,78 miliar, mengalami penurunan sebesar 2%. Kondisi itu diakibatkan oleh penurunan beban bunga pinjaman MTN sebesar Rp30,50 miliar disebabkan pelunasan pinjaman MTN di Februari 2021, penurunan beban bunga lainnya atas anjak piutang sebesar Rp12 miliar, penurunan beban bunga sewa sebesar Rp5,9 miliar dan kenaikan beban bunga Kredit Investasi sebesar Rp46,7 miliar akibat dari repackaging fasilitas KI di semester 2 tahun 2020 dan triwulan 1 tahun 2021.

Sementara itu Perseroan mencatat pendapatan keuangan pada tahun 2021 sebesar Rp14,40 miliar dibandingkan dengan tahun lalu sebesar Rp5,09 miliar hal ini disebabkan peningkatan pendapatan bunga deposito tahun 2021 sebesar Rp 11,1 miliar dibandingkan tahun lalu sebesar Rp2,5 miliar.

Operating Profit

The Company's operating profit position in the year 2021 reached Rp234.31 billion, a 9% increase or equivalent to Rp19.15 billion from the position in 2020 which recorded Rp215.16 billion. This change stemmed from the decrease in sales expense and general & administrative expense.

Financial Income (Expense)

Throughout the year 2021, the Company logged the total financial expense at Rp180.36 billion. Compared to the previous fiscal year at Rp183.78 billion, a decrease by 2%. This condition was caused by the decline in MTN loan interest expense totaling to Rp30.50 billion due to the repayment of MTN loan in February of 2021, decrease in other interest expenses on factoring of Rp12 billion, decrease in lease interest expense of Rp5.9 billion and increase in Investment Credit interest expense of Rp46.7 billion due to the repackaging of KI facilities in semester 2 of 2020 and in first quarter of 2021.

Meanwhile, the Company recorded the financial income in 2021 at Rp14.40 billion compared to Rp5.09 billion in the previous year. This was a result from the increase in deposit interest income in 2021 at Rp11.1 billion compared to Rp2.5 billion in the previous year.

Kinerja Pendapatan (Beban) Keuangan

Performance of Financial Income (Expense)

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
PENDAPATAN KEUANGAN	FINANCIAL INCOME			
Pendapatan Bunga Deposito	Interest Income from Deposits	11.131	2.506	344
Pendapatan Jasa Giro	Income on Current Accounts	3.267	2.582	27
Jumlah pendapatan Keuangan	Total Financial Income	14.398	5.087	183
BEBAN KEUANGAN	FINANCIAL EXPENSE			
• Beban Bunga Kredit Investasi	• Investment loan interest expense	(154.756)	(108.033)	43
• Beban bunga Medium Term Notes	• Medium-Term Notes interest expense	(5.500)	(36.000)	(85)
• Beban bunga sewa	• Rent interest expense	(10.485)	(16.460)	(36)
• Beban bunga Kredit Modal Kerja	• Working capital loans interest expense	--	(1.687)	(100)
• Beban bunga lainnya	• Other interest expense	(9.614)	(21.599)	(55)
Jumlah Beban Keuangan	Total Financial Expense	(180.355)	(183.780)	(2)
Jumlah Pendapatan (Beban) Keuangan	Total Financial Income (Expense)	(165.957)	(178.692)	(7)

Tinjauan Kinerja Keuangan

Financial Performance Review

Laba Sebelum Pajak Penghasilan

Sepanjang 2021, Perseroan mencatatkan laba sebelum pajak penghasilan tumbuh 87% setara dengan Rp31,89 miliar dari pembukuan tahun 2020 yang mencapai Rp36,47 miliar menjadi Rp68,35 miliar. Kenaikan tersebut merupakan hasil dari pendapatan keuangan dan penurunan beban keuangan.

Beban Pajak Penghasilan

Beban pajak penghasilan Perseroan tercatat Rp16,54 miliar pada 2021, turun 35% atau senilai Rp8,95 miliar dari posisi tahun 2020 yang sebesar Rp25,49 miliar. Penurunan ini akibat dari pemanfaatan rugi fiskal tahun 2020 sebesar Rp25 miliar dan pemulihan rugi fiskal tahun 2018 sebesar Rp 6,7 miliar.

Laba Tahun Berjalan

Laba tahun berjalan Perseroan untuk tahun buku yang berakhir pada 31 Desember 2021 sebesar Rp51,82 miliar. Dibandingkan dengan periode yang sama pada tahun sebelumnya yakni Rp10,98 miliar, mengalami kenaikan sebesar 372% setara dengan Rp40,84 miliar. Kenaikan itu diakibatkan oleh penurunan pada beban pokok penjualan, beban penjualan, beban administrasi & umum, dan penurunan beban pajak penghasilan serta ditambah oleh kenaikan pada pendapatan (beban) operasi lainnya.

Penghasilan Komprehensif Lain

Kinerja Penghasilan Komprehensif Lain

Performance of Other Comprehensive Income

(Rp Juta, kecuali dinyatakan lain Rp Million, unless stated otherwise)				
Uraian Description		2021	2020	Perubahan (%) Change (%)
Pengukuran kembali program imbalan pasti	Remeasurement of Defined Benefit Program	8.383	(12.554)	(67)
Pajak penghasilan terkait	Related Income Tax	(1.844)	2.762	(67)
Kerugian komprehensif lain tahun berjalan	Other Comprehensive Loss of Current Year	6.539	(9.792)	(67)

Penghasilan komprehensif lain Perseroan pada tahun buku 2021 sebesar Rp6,54 miliar, turun 67% setara dengan Rp16,33 miliar dari tahun buku 2020 yang negatif Rp9,79 miliar. Perubahan tersebut disebabkan oleh perubahan asumsi perhitungan aktuarial.

Laba Komprehensif Tahun Berjalan

Sepanjang tahun 2021, Perseroan membukukan total laba (rugi) komprehensif sebesar Rp58,36 miliar. Dibandingkan dengan tahun buku sebelumnya yakni Rp1,19 miliar, mengalami kenaikan sebesar 4.806% atau senilai Rp57,17 miliar. Kondisi itu diakibatkan oleh peningkatan keuntungan pengukuran kembali program imbalan pasti.

Profit Before Income Tax

Throughout the year 2021, the Company recorded growth in profit before income tax at 87% or equivalent to Rp31.89 billion from the books of 2020 which reached Rp36.47 billion to Rp68.35 billion. This increase was a result from financial income and decrease in financial expenses.

Income Tax Expense

The Company's income tax expense was noted at Rp16.54 billion in 2021, a 35% decrease or equivalent to Rp8.95 billion from Rp25.49 of the previous year. This decline was caused by the utilization of fiscal loss in 2020 at Rp25 billion and recovery of fiscal loss in 2018 at Rp6.7 billion.

Current Profit

The Company's current profit for the fiscal year ending in 31 December 2021 was logged at Rp51.82 billion. Compared to the same period of the previous year at Rp10.98 billion, the Company noted an increase of 372% or equivalent to Rp40.84 billion. This increase was due to the decrease in cost of goods sold, sales expense, general & administrative expense, and decrease in income tax expense as well as an increase in other operating income (expenses).

Other Comprehensive Income

The Company's other comprehensive income in fiscal year 2021 amounted to Rp6.54 billion, a 67% decrease or equivalent to Rp16.33 billion from Rp9.79 billion in the previous fiscal year of 2020. This change was a result from the change in actuarial calculation assumptions.

Current Comprehensive Profit

Throughout the year 2021, the Company recorded a total comprehensive profit (loss) of Rp58.36 billion. Compared to the previous fiscal year with Rp1.19 billion, an increase of 4,806% or Rp. 57.17 billion. This condition was caused by an increase in gains on the re-measurement of the defined benefit plan.



Arus Kas

Analisa arus kas Perseroan dilakukan dengan menganalisa kinerja arus kas yang diperoleh atau digunakan untuk dari aktivitas operasi, aktivitas investasi dan aktivitas pendanaan pada tahun 2021 dan 2020 sebagaimana disajikan pada tabel berikut:

Kinerja Arus Kas

Performance of Cash Flow

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Aktivitas Operasi	Operating Activities	374.742	352.301	6
Aktivitas Investasi	Investment Activities	(39.707)	(82.170)	(52)
Aktivitas Pendanaan	Financing Activities	(162.393)	(93.345)	74
Kenaikan (Penurunan) Bersih Kas dan Setara Kas	Net Increase (Decrease) in Cash and Cash Equivalent	172.642	176.786	(2)
Pengaruh Selisih Kurs	Effects on Foreign Exchange Rate Changes	(281)	34	(917)
Kas dan Setara Kas Awal Tahun	Cash and Cash Equivalent at Beginning of Year	362.469	185.649	95
Kas dan setara Kas Akhir Tahun	Cash and Cash Equivalent at end of the Year	534.830	362.469	48

Perseroan membukukan kas dan setara kas pada akhir tahun buku 2021 sebesar Rp534,83 miliar, naik 48% dibandingkan tahun buku 2020 yang sebesar Rp362,47 miliar. Perubahan tersebut, antara lain didorong oleh kenaikan aktivitas operasi sebesar 6% dan penurunan aktivitas investasi sebesar 52%.

Arus Kas dari Aktivitas Operasi

Arus kas bersih dari aktivitas operasi pada tahun buku 2021 mencapai Rp374,74 miliar, mengalami kenaikan sebesar 6% dibandingkan tahun buku 2020 yang tercatat sebesar Rp352,30 miliar. Perubahan tersebut salah satunya karena adanya kenaikan penerimaan dari pemasok sebesar 13% dan penerimaan bunga sebesar 198%.

Kinerja Arus Kas dari Aktivitas Operasi

Performance of Cash Flow from Operating Activities

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Arus Kas dari Aktivitas Operasi	Cash Flow from Operating Activities			
Penerimaan Kas dari Pelanggan	Cash Receipt from Customers	2.068.233	1.833.573	13
Pembayaran Kas kepada Pemasok	Cash Payment to Suppliers	(1.537.432)	(1.321.767)	16
Pembayaran Kas kepada Karyawan	Cash Payment to Employees	(169.493)	(175.190)	(3)
Penerimaan Bunga	Interest Income Receipt	13.846	4.641	198
Penerimaan Restitusi Pajak	Receipt from Tax Refunds	--	11.409	(100)
Pembayaran Pajak Penghasilan	Payment of Income Taxes	(412)	(366)	13
Arus Kas Bersih Diperoleh dari Aktivitas Operasi	Net Cash Flow from Operating Activities	374.742	352.301	6

Cash Flow

The Company's cash flow analysis was conducted by analyzing the cash flow performance attained or used for such activities as inoperation, investment and financing during the year 2021 and 2020 as presented in the following table:

The Company recorded cash and cash equivalent at the end of the 2021 fiscal year amounting to Rp534.83 billion, an increase of 48% compared to Rp362.47 billion in the 2020 fiscal year. This change was driven, among others, by an increase in operating activities by 6% and a decrease in investment activities by 52%.

Cash Flow from Operational Activities

Net cash flow from operating activities in the 2021 fiscal year reached Rp374.74 billion, an increase of 6% compared to Rp352.30 billion in the 2020 fiscal year. This change was due to an increase in receipts from suppliers by 13% and interest by 198%.

Tinjauan Kinerja Keuangan

Financial Performance Review

Arus Kas dari Aktivitas Investasi

Sepanjang tahun 2021, arus kas bersih yang digunakan untuk aktivitas investasi adalah sebesar Rp39,71 miliar, melambat sebesar 52% dari periode tahun sebelumnya yang sebesar Rp82,17 miliar. Hal tersebut didorong oleh penurunan pembelian aset tetap sebesar 38%, penurunan aset dalam pembangunan sebesar 85%, dan penurunan pembelian aset tidak berwujud sebesar 90%.

Kinerja Arus Kas dari Aktivitas Investasi

Performance of Cash Flow from Investment Activities

Cash Flow from Investment Activities

Throughout the year 2021, the net cash flow used in investment activities was Rp39.71 billion, stalled by 52% from Rp82.17 in the previous period. This was reinforced by the decrease in fixed asset purchase at 38%, decrease in asset in development at 85%, and decrease in intangible asset purchase at 90%.

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Arus Kas dari Aktivitas Investasi	Cash Flow from Investment Activities			
Pembelian aset tetap	Purchase of Fixed Assets	(28.009)	(45.436)	(38)
Penjualan aset tetap	Sale of Fixed Assets	304	--	100
Aset dalam pembangunan	Assets in Development	(4.656)	(31.687)	(85)
Pembelian lahan untuk pengembangan	Land Purchase for development	(6.861)	(323)	2.023
Pembelian aset tidak berwujud	Purchase of Intangible Assets	(486)	(4.724)	(90)
Arus kas bersih digunakan untuk aktivitas investasi	Net Cash Flow Used in Investment Activities	(39.707)	(82.170)	(52)

Arus Kas dari Aktivitas Pendanaan

Arus kas bersih yang diperoleh dari aktivitas pendanaan hingga 31 Desember 2021 adalah sebesar Rp162,39 miliar, tumbuh 74% dari pada periode yang sama tahun sebelumnya yang sebesar Rp93,35 miliar. Kondisi tersebut antara lain didukung adanya peningkatan pembayaran bunga kredit investasi dan pembayaran pokok MTN pada tahun 2021 sebesar Rp400 miliar.

Cash Flow from Financing Activities

Net Cash flow received from financing activities until 31 December 2021 was Rp162.39 billion, growth by 74% from Rp93.35 of the same period of the previous year. This was, among others, supported by the increase in investment credit interest payment and MTN principal payment in the year 2021 totaling to Rp400 billion.



Kinerja Arus Kas dari Aktivitas Pendanaan

Performance of Cash Flow Obtained from Financing Activities

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description	2021	2020	Perubahan (%) Change (%)
Arus Kas dari Aktivitas Pendanaan	Cash Flow from Financing Activities		
Penerimaan pinjaman kredit investasi	Receipt of Investment Credit Loan	480.000	1.220.000 (61)
Pembayaran pinjaman kredit investasi	Payment of Investment Credit Loan	(36.100)	(1.095.724) (97)
Pembayaran dividen	Payment of Dividend	--	(6.159) (100)
Pembiayaan bunga kredit investasi	Payment of Interest of Investment Credit Loan	(150.561)	(106.859) 41
Pembayaran bunga keuangan	Payment of Financial Interest	(4.796)	(1.785) 169
Pembayaran pokok liabilitas sewa	Payment of Lease liabilities Principal	(33.676)	(50.239) (33)
Pembayaran bunga liabilitas sewa	Payment of Lease liabilities Interest	(8.262)	(16.580) (50)
Pembayaran pokok MTN	Payment of MTN Loan Principal	(400.000)	-- 100
Pembayaran bunga MTN	Payment of MTN Loan Interest	(9.000)	(36.000) (75)
Arus Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan	Net Cash Flow Obtained from (Used for) Financing Activities	(162.393)	(93.345) 74

Informasi Keuangan Penting Lainnya

Other Important Financial Information

Rasio Profitabilitas

Profitability Ratio

(%)

No.	Uraian Description	2021	2020	Perubahan Change	
1	Gross Profit Margin	Gross Profit Margin	44	42	2
2	Operating Profit Margin	Operating Profit Margin	13	12	1
3	Net Profit Margin	Net Profit Margin	3	1	2
4	EBITDA Margin	EBITDA Margin	25	24	1
5	Net Profit to Equity Ratio	Net Profit to Equity Ratio	1,5	0,3	1
6	Net Profit to Asset	Net Profit to Asset Ratio	0,9	0,2	1

Gross profit margin mengalami peningkatan sebesar 2% menjadi 44% pada tahun 2021 dari posisi pada tahun 2020 yang sebesar 42%. Kenaikan tersebut akibat dari peningkatan volume penjualan dan penurunan beban pokok penjualan.

Gross profit margin increased by 2% to 44% in 2021 from 42% in 2020. This increase was a result from the increase in sales volume and decrease in cost of goods sold.

Operating profit margin tumbuh sebesar 1% menjadi 13% pada tahun 2021 dari tahun 2020 yang sebesar 12%. Peningkatan itu didorong oleh penurunan beban penjualan dan beban umum & administrasi.

Operating profit margin grew by 1% to 13% in 2021 from 12% in 2020. The increase was driven by a decrease in selling expenses and general & administrative expenses.

Net profit margin mengalami kenaikan sebesar 2% menjadi 3% pada 2021 dari tahun 2020 yang tercatat 1%. Pertumbuhan positif tersebut merupakan hasil dari penurunan beban pajak penghasilan.

Net profit margin increased from 2% to 3% in 2021 from 1% recorded in 2020. This positive growth was the result of a decrease in the income tax expenses.

Tinjauan Kinerja Keuangan

Financial Performance Review

EBITDA margin mengalami peningkatan sebesar 1% menjadi 25% pada 2021 dari tahun 2020 yang sebesar 24%. Kenaikan itu didukung oleh peningkatan laba usaha.

Net profit to equity ratio mengalami peningkatan sebesar 1% menjadi 1,5% pada 2021 dari sebelumnya yang 0,3%. Peningkatan ini karena naiknya laba bersih.

Net profit to asset naik sebesar 1% menjadi 0,9% pada 2021 dari sebelumnya yang 0,2%. Kenaikan ini disebabkan oleh naiknya laba bersih.

EBITDA margin escalated by 1% to 25% in the year 2021 from 24% in 2020. This increase was supported by the increase in operating profit.

The net profit to equity ratio increased by 1% to 1.5% in 2021 from the previous 0.3%. This increase was due to an increase in net profit.

Net profit to asset went up by 1% to 0.9% in 2021 from previously 0.2%. This increase was due to the increase in net profit.

Rasio Kondisi Keuangan

Financial Condition Ratio

		(Kali Time)		
Uraian Description		2021	2020	Perubahan (%) Change (%)
Kondisi Keuangan Jangka Pendek Short-Term Financial Condition				
Rasio Lancar Current Ratio	Aset Lancar/Liabilitas Jangka Pendek Current Assets/Short-Term Liabilities	2,77	1,30	1,47
Rasio Kas Cash Ratio	Kas+Deposito+Surat Berharga Jangka Pendek/Liabilitas Jangka Pendek Cash+Deposit+Short-Term Securities/ Short-Term Liabilities	1,13	0,43	0,70
Kondisi Keuangan Jangka Panjang Long-Term Financial Condition				
Total Aset to Total Debt	Jumlah Aset/Jumlah Pinjaman Total Assets/Total Loans	2,47	2,46	0,01
Total Debt to Total Equity	Jumlah Pinjaman/Total Equity Total Loans/Total Equity	0,68	0,68	0,01
Total Debt to Total Fixed Assets	Jumlah Pinjaman/Jumlah Aset Tetap Total Loans/Total Fixed Assets	0,57	0,55	0,02
Longterm Debt to Equity	Pinjaman Jangka Panjang/Ekuitas Long-Term Loans/Equity	0,54	0,43	0,11
Net Debt to EBITDA	Jumlah Pinjaman + Kas Setara Kas/EBITDA Total Loan+Cash Equivalent/EBITDA	5,10	5,02	0,08
Weighted Average Cost of Capital (WACC)		0,09	0,09	0

Rasio likuiditas di 2021 baik diukur dengan menggunakan rasio kas (cash ratio) dan rasio lancar (current ratio) dengan pencapaian secara berurutan antara lain: 1,13 dan 2,77. Berdasarkan besarnya rasio lancar, bahwa kemampuan Perseroan dalam membayar utang di 2021 masih relatif baik.

Rasio solvabilitas menunjukkan kemampuan Perseroan dalam membayar kewajiban-kewajibannya khususnya kewajiban jangka panjang. Nilai solvabilitas Perseroan cenderung stabil jika dibandingkan tahun sebelumnya, dilihat dari rasio total assets to total debt, yang masih relatif baik yaitu sebesar 2,47.

The liquidity ratio in 2021 was measured by using the cash ratio and the current ratio with successive achievements, including: 1.13 and 2.77. Based on the current ratio, the Company's ability to pay debts in 2021 remained relatively good.

The solvency ratio shows the Company's ability to pay its obligations, especially its long-term liabilities. The Company's solvency value tends to be stable compared to the previous year, as seen from the ratio of total assets to total debt, which remained relatively good at 2.47.



Rasio Pengungkit

Gearing Ratio

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020
Pinjaman Bank	Bank Loan	1.650.974	1.598.654
Liabilitas Sewa Pembiayaan	Financing Lease Liabilities	91.586	129.313
Total Pinjaman yang Berdampak Bunga	Total Interest Bearing Loan	1.742.559	1.727.967
Total Ekuitas	Total Equity	3.466.245	3.407.889
Rasio Pengungkit (x)	Gearing Ratio (time)	0,503	0,512

Kemampuan Membayar Utang

Ability to Pay Debt

Perseroan memiliki komitmen yang tinggi untuk memenuhi hak-hak kreditur dengan melakukan pembayaran pokok pinjaman dan bunganya secara tepat waktu. Kemampuan Perseroan dalam memenuhi seluruh kewajiban baik kewajiban jangka pendek maupun jangka panjang diukur melalui beberapa rasio antara lain rasio likuiditas dan rasio solvabilitas.

Rasio likuiditas digunakan untuk mengukur kemampuan melunasi kewajiban jangka pendek, sedangkan rasio solvabilitas digunakan untuk mengukur kemampuan memenuhi seluruh kewajiban. Berikut ini adalah rasio keuangan untuk mengukur likuiditas dan solvabilitas Perseroan.

Kemampuan Membayar Utang Jangka Pendek

Kemampuan Perseroan dalam memenuhi kewajiban utang jangka pendek sebagai bagian dari liabilitas Perseroan ditunjukkan dengan rasio likuiditas yang dilihat dari rasio lancar (*current ratio*) dan rasio kas (*cash ratio*).

Kinerja Likuiditas

Liquidity Performance

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	2020	Perubahan (%) Change (%)
Kas dan setara kas	Cash and Cash Equivalent	534.830	362.469	48
Aset Lancar	Current Assets	1.311.882	1.101.657	19
Liabilitas Jangka Pendek	Short-Term Liabilities	473.114	850.139	(44)
Rasio (Kali)	Ratio (Time)			
Rasio Lancar	Current Ratio	2,77	1,30	1,47
Rasio Kas	Cash Ratio	1,13	0,43	0,70

Rasio lancar naik sebesar 1,47 poin, dari 1,30 pada tahun 2020 menjadi 2,77 di tahun 2021. Sementara itu pada rasio kas meningkat 0,70 poin dari 0,43 di tahun 2020 menjadi 1,13 pada tahun 2021. Berdasarkan rasio lancar tersebut, kemampuan Perseroan dalam membayar utang masih relatif baik.

Kemampuan Membayar Utang Jangka Panjang

Rasio solvabilitas menggambarkan kemampuan Perseroan dalam membayar kewajiban dalam jangka panjang. Nilai solvabilitas Perseroan cenderung stabil jika dibandingkan tahun sebelumnya, dilihat dari rasio total assets to total debt, yang masih relatif baik yaitu sebesar 2,47. Berikut adalah uraiannya:

The Company has high commitment to fulfilling the rights of creditors by making payments on their principals and interests in a timely manner. The Company's ability to fulfill all obligations, both short and long terms, is measured from the several ratios including liquidity ratio and solvency ratio.

The liquidity ratio is used to measure the ability to pay off short-term obligations, while solvency ratio is used to measure the ability to fulfill all obligations. Following are the financial ratios to measure liquidity and solvency of the Company.

Ability to Pay Short-Term Debt

The Company's ability to fulfill short-term debt as part of the Company's liabilities is indicated by the liquidity ratio as seen from the current ratio and cash ratio.

Current ratio increased by 1.47 points, from 1.30 in the year 2020 to 2.77 in 2021. While cash ration improved by 0.70 points, from 0.43 in 2020 to 1.13 in 2021. Based such elati ratio, the Company's ability to pay debts remains ellatively good.

Ability to Pay Long-Term Debt

The solvency ratio describes the Company's ability to pay its obligations in long term. The Company's solvency value tends to be stable compared to the previous year, as seen from the ratio of total assets to total debt, which remained relatively good at 2.47. Following are the details:



Kinerja Solvabilitas

Solvency Performance

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description	2021	2020	Perubahan (%) Change (%)
Total Aset Total Assets	5.817.746	5.737.176	1
Total Liabilitas Total Liabilities	2.351.501	2.329.287	1
Total Ekuitas Total Equity	3.466.245	3.407.889	2
EBITDA EBITDA	446.376	416.434	7
Hutang Berbunga Interest Bearing Debt	1.742.560	1.727.967	1
Beban Bunga Interest Expense	180.355	183.780	(2)
Rasio (Kali) Ratio (Time)			
Total Debt to Equity Ratio (DER) Total Debt to Equity Ratio (DER)	0,68	0,68	(0)
Interest Bearing Debt to Invested Interest Bearing Debt to Invested	0,33	0,34	(0)
Capital Ratio Capital Ratio			
Interest Coverage Ratio Interest Coverage Ratio	1,30	1,17	0,13

Pada tahun 2021, *interest bearing debt to invested capital ratio* Perseroan mencapai 0,33 kali. Rasio tersebut turun 0,01 poin dari tahun 2020 yang sebesar 0,34 kali. Sementara pada *interest coverage ratio* Perseroan pada tahun 2021 mencapai 1,30 kali, naik 0,13 poin dari tahun 2020 sebesar 1,17 kali.

In the year 2021, the Company's interest bearing debt to invested capital ratio reached 0.33 times. This ratio declined by 0.01 point from 0.34 times in 2020. While on the Company's interest coverage ratio in 2021 reached 1.30 times, an increase by 0.13 points from 1.17 times in the year 2020.

Kolektibilitas Piutang

Perseroan senantiasa menjaga likuiditas piutang usaha kepada pihak ketiga. Sampai dengan akhir periode pelaporan, Perseroan berhasil menjaga likuiditas piutang usaha kepada pihak ketiga. Piutang usaha Perseroan naik sebesar Rp23,73 miliar di tahun 2020 dari Rp450,22 miliar pada tahun 2021 menjadi Rp473,56 miliar pada tahun 2021. Pada tahun 2021, Perseroan memiliki tingkat kolektibilitas piutang 95 hari, lebih lama 2 hari dari tingkat kolektibilitas tahun 2020.

Collectability of Receivables

The Company continuously maintain the liquidity of trade receivables to third parties. Until the end of the reporting period, the Company managed to maintain the liquidity of trade receivables to third parties. The Company's trade receivables increased by Rp23.73 billion in 2020 from Rp450.22 billion in 2020 to Rp.473.56 billion in 2021. In 2021, the Company has a collectability rate of 95 days, 2 days longer than the collectability level in 2020.

Umur Piutang Usaha

Maturity of Receivables

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description	2021	2020
Lancar Current	86.887	197.214
0 bulan-3 bulan 0 to 3 months	23.023	88.735
3 bulan-8 bulan 3 months to 8 months	39.947	27.699
8 bulan-1 tahun 8 months to 1 year	50.760	111.574
Lebih dari 1 tahun More than 1 year	343.045	108.349
Cadangan penurunan nilai piutang usaha Allowance for impairment of trade receivables	(69.710)	(83.350)
Total piutang Total Trade Receivables - Net	473.952	450.222

Rasio Kolektibilitas

Collectability Ratio

Uraian Description	2021	2020
Pendapatan Bersih terhadap Rata-rata Piutang Usaha (kali) Net Revenues to Average Trade Receivables (times)	3,8	3,7
Jangka Waktu Rata-rata Penagihan (hari) Average Collection Period (days)	95	97

Struktur Modal

Capital Structure

Perseroan melalui Direksi memiliki kebijakan untuk senantiasa mempertahankan basis modal yang kuat sebagai upaya menjaga kepercayaan pemerintah, investor, kreditor maupun pelaku pasar dalam jangka panjang. Kebijakan manajemen atas struktur modal juga mempertimbangkan kondisi bisnis, tingkat pengembalian modal, maupun dividen yang dibagikan.

Dasar Pemilihan Kebijakan Manajemen atas Struktur Modal

Kebijakan manajemen atas struktur modal didasarkan untuk melindungi kemampuan Perseroan dalam mempertahankan kelangsungan usaha. Dengan begitu, Perseroan dapat tetap memberikan imbal hasil bagi Pemegang Saham dan manfaat bagi pemangku kepentingan lainnya serta mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal.

Kebijakan Struktur Modal

Untuk mempertahankan atau menyesuaikan struktur permodalan, Perseroan dan entitas anak dapat mempertimbangkan melalui jumlah dividen yang dibayar kepada Pemegang Saham, menerbitkan saham baru atau menjual aset untuk mengurangi liabilitas. Perseroan disyaratkan untuk memelihara tingkat permodalan tertentu oleh perjanjian pinjaman. Perseroan telah memenuhi persyaratan tersebut telah dipenuhi pada tanggal 31 Desember 2021 dan 2020.

Perseroan juga berpedoman pada Undang Undang No. 40 Tahun 2007 tentang Perusahaan Terbatas yang efektif sejak tanggal 16 Agustus 2007, untuk mengalokasikan hingga 25% dari modal saham diterbitkan dan dibayar penuh ke dalam dana cadangan yang tidak boleh didistribusikan. Persyaratan permodalan eksternal tersebut telah dipertimbangkan oleh Perseroan serta telah diputuskan pada Rapat Umum Pemegang Saham (RUPS).

Perseroan dapat mengelola dan menyesuaikan struktur permodalan bila diperlukan berdasarkan perubahan kondisi ekonomi. Untuk maksud tersebut, Perseroan dapat menyesuaikan pembayaran dividen kepada Pemegang Saham, menerbitkan saham baru atau mengusahakan pendanaan melalui pinjaman. Tidak ada perubahan atas tujuan kebijakan maupun proses selama periode yang berakhir pada tanggal 31 Desember 2021 dan 2020.

Through the Board of Directors, the Company has the policy to always maintain strong capital basis as an effort to maintain the trust of the government, investors, creditors and market players in the long run. The management's policy on the capital structure also takes into account business conditions, level of capital repayment, as well as distributed dividends.

Basis of Selecting Management's Policy on Capital Structure

The management's policy on capital structure is based on the intention to protect the Company's ability to maintain business continuity thereby will continue to provide returns for shareholders and benefits for other stakeholders and maintain optimal capital structure to reduce costs of capital.

Capital Structure Policy

To maintain or adjust its capital structure, the Company and subsidiaries may adjust the amount of dividend payment to the shareholders, issue new shares or sell assets in order to reduce liabilities. The Company is required by loan agreements to maintain a certain level of capital. The Company has fulfilled such requirements by 31 December 2021 and 2020

The Company is also led by Law No 40 of 2007 on Limited Liability Companies, effective as of 16 August 2007, to allocate up to 25% of issued shares capital and pay-up in full into the fund reserves which shall not be distributed. This external capital requirement has been taken into account by the Company as well as decided upon in the General Meeting of Shareholders (GMS).

The Company manages the capital structure and make adjustments when necessary based on arising economic conditions. To maintain and adjust the capital structure, the Company may adjust the dividend payment to the shareholders, issue new shares or seek for funds through loans. There was no change on the intention of the policy and the process throughout the period which ends on 31 December 2021 and 2020.



Konsisten dengan entitas lain dalam industri, Perseroan dan entitas anak memonitor modal berdasarkan rasio utang terhadap modal. Rasio ini dihitung dengan membagi jumlah utang dengan total modal. Utang merupakan jumlah liabilitas pada laporan posisi keuangan konsolidasian. Modal terdiri dari seluruh komponen ekuitas yang ada sebagaimana jumlah dalam laporan posisi keuangan konsolidasian.

Struktur modal merupakan perimbangan antara penggunaan modal sendiri dengan pinjaman/utang yang terdiri dari utang jangka pendek dan utang jangka panjang. Struktur modal dengan minimum biaya penggunaan dana (*Weighted Average Cost of Capital/WACC*) dapat mengakibatkan peningkatan nilai saham Perseroan, tetapi tidak berarti meningkatkan laba bersih per saham (*earning per share/EPS*). *Leverage* yang besar dapat meningkatkan EPS, namun sekaligus meningkatkan risiko. Oleh karena itu Perseroan menetapkan kebijakan struktur permodalan yang optimal agar dapat memaksimalkan nilai Perseroan.

Perseroan mengawasi modal melalui rasio pengungkit (*gearing ratio*), yaitu dengan membagi total pinjaman berdampak bunga dengan total ekuitas yang dapat diatribusikan kepada pemilik entitas induk. Kebijakan Perseroan adalah menjaga rasio pengungkit dalam kisaran dari perusahaan terkemuka di Indonesia untuk mengamankan akses terhadap pendanaan pada biaya yang rasional. Termasuk dalam total pinjaman berdampak bunga adalah pinjaman bank jangka pendek, pinjaman bank jangka panjang, pinjaman kepada Pemerintah Republik Indonesia, dan liabilitas sewa pembiayaan.

Consistent with other entities of the industry, the Company and subsidiaries monitor their capital based on debt to capital ratio. This ratio is calculated by dividing the total debt with the total capital. Debt is the amount of liabilities on the consolidated financial position report. Capital consists of all equity components as the amount contained in the consolidated position report.

Capital structure is a balance between the use of own capital with loans/debt consisting of short-term and long-term loans. A capital structure with a minimum cost of funds (*Weighted Average Cost of Capital, WACC*) may result in an increase in the value of the Company's shares, however, this does not always mean increasing earnings per share (*EPS*). Large leverage may increase *EPS* and at the same time also increase risks. Therefore, the Company has designed an optimal capital structure policy in order to optimize value of the Company.

The Company oversees its capital by using a gearing ratio, by dividing the interest-bearing total loan by the total equity attributable to the owners of the parent entity. The Company's policy is to maintain a leverage ratio in the range of leading companies in Indonesia to secure access to funding at rational costs. Included in the total interest-bearing loans are short-term bank loans, long-term bank loans, loans to the Government of the Republic of Indonesia, and finance lease liabilities.

Struktur Modal

Capital Structure

Rincian Struktur Modal

Selama tahun 2021, Perseroan dan entitas anak masih mempertahankan strategi yang diterapkan pada tahun 2020 yaitu mempertahankan rasio utang terhadap modal maksimum sebesar 2:1 yaitu total liabilitas terhadap ekuitas tidak mengalami perubahan dari 68% pada tahun 2020 menjadi 68% pada tahun 2021. Rasio utang berbunga (*interest bearing*) terhadap modal pada tahun 2021 mencapai 50,3%, turun dari tahun 2020 yang sebesar 51,2%.

Details of Capital Structure

During the ear 2021, the Company and subsidiaries remained with the strategies implemented in 2020, namely to maintain the maximum debt to equity ratio at 2:1, which means total liabilities to equity did not mark any change 68% in both 2020 and 2021. The interest bearing debt to equity ratio in 2021 was at 50.3%, decreased from 51.2% in the year 2020

Tabel Perkembangan Struktur Modal

Table Development of Capital Structure

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		2021	Proporsi (%) Proportion (%)	2020	Proporsi (%) Proportion (%)
Total Liabilitas jangka pendek	Total Short -Term Liabilities	473.114	8,1	850.139	14,8
Total Liabilitas jangka panjang	Total Long-Term Liabilities	1.878.387	32,3	1.479.148	25,8
Jumlah liabilitas	Total Liabilities	2.351.501	40,4	2.329.287	40,6
Total Ekuitas	Total Equity	3.466.245	59,6	3.407.889	59,4
Total Aset	Total Assets	5.817.746	100	5.737.176	100

Komposisi struktur modal Perseroan pada tahun 2021 sebesar 40,4% berasal dari liabilitas dan 59,6% berupa ekuitas. Komposisi tersebut mengalami perubahan jika dibandingkan dengan tahun 2020. Komposisi struktur modal yang berasal dari liabilitas mengalami penurunan 0,2% sedangkan ekuitas mengalami peningkatan 0,2%.

The Company's capital structure composition in 2021 was at 40.4% from liabilities and 59.6% from equity. This composition changed if compared to the year 2021, whereby capital structure composition from liabilities dropped by 0.2% while from equity increased by 0.2%



Ikatan Material untuk Investasi Barang Modal

Material Commitment for Capital Goods Investment

Sepanjang tahun 2021, tidak terdapat ikatan material untuk investasi barang modal, sehingga Perseroan tidak menyajikan informasi mengenai nama pihak yang melakukan ikatan, tujuan ikatan, sumber dana yang diharapkan untuk memenuhi ikatan, mata uang yang menjadi denominasi dan langkah-langkah yang direncanakan Perseroan untuk melindungi risiko dari posisi mata uang asing.

Throughout the year 2021, there were no material commitment for capital goods investment, thus, the Company do not present information on the names of parties in such commitment, the intention of the commitment, the source of funds expected to fulfill the commitment, the currency and the Company's planned steps to protect risks from foreign currency's position.

Realisasi Investasi Barang Modal

Investasi berupa barang modal (capital expenditure) merupakan aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah aset tetap atau menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat di masa depan.

Realization Of Capital Goods Investment

Investment in the form of capital goods (capital expenditure) is an expenditure of funds used to purchase a number of fixed assets or increase in the fixed asset value which is expected to provide beneficial values in the future.

Sepanjang tahun 2021, Perseroan melakukan pembelanjaan barang modal sebesar Rp65,25 miliar, yang termasuk di antaranya digunakan untuk bangunan dan infrastruktur, mesin, peralatan berat/bantu dan sebagainya. Realisasi tersebut lebih rendah sebesar 38% dari tahun sebelumnya yang sebesar Rp104,6 miliar.

During the year 2021, the Company spent Rp65.25 billion in capital goods, which included for such purposes as buildings and infrastructure, machineries, heavy/supporting equipment and others. This realization is 38% lower than last year's Rp104.66 billion.

Tabel Realisasi Investasi Barang Modal

Table Capital Goods Investment

Jenis Investasi Type of Investment		Nilai Investasi (Rp Juta) Investment Value (Rp Million)
Bangunan dan Infrastruktur	Building and Infrastructure	15.192
Mesin	Machinery	20.921
Peralatan Berat/Bantu	Heavy/Support Equipment	7.558
Peralatan Kantor/Rumah Dinas	Office/Official Residence Equipment	6.064
Aset Dalam Pembangunan	In-Building Assets	15.511
Total Investasi	Total Investment	65.246

Tujuan Investasi Barang Modal

Investasi barang dan modal yang dilakukan Perseroan berdasarkan sifatnya terdiri atas investasi yang bertujuan untuk investasi pengembangan dan rutin. Investasi pengembangan memiliki tujuan meningkatkan kapasitas produksi dan kualitas pelayanan jasa sehingga meningkatkan produktivitas Perseroan. Investasi rutin bertujuan memenuhi minimal *requirement*, meningkatkan keamanan dan keselamatan kerja, serta mendukung tujuan administratif.

Objectives of Capital Goods Investment

Investment in goods and capital by the Company based on their nature consists of investments aimed at development and routine investments. The development investment has the aim of increasing production capacity and service quality so as to increase the productivity of the Company. Routine investments aim to meet minimum requirements, improve work safety and security, and support administrative objectives.

Perbandingan antara Target dan Realisasi serta Proyeksi 1 (Satu) Tahun Mendatang

Comparison between Targets and Realization, and Projection 1 (One) for The Next Year

Target dan Realisasi

Target and Realization

Tabel Perbandingan Target, Realisasi

Table Target Comparison, Realization

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		Target 2021 Target 2021	Realisasi 2021 Realization 2021	Perbandingan Realisasi terhadap Target (%) Realization on Target Comparison (%)
Pendapatan	Revenues	1.938.892	1.751.586	90
Laba Usaha	Operating Profit	351.516	234.311	67
Produksi Semen	Cement Production	2.154.562	1.960.951	91
Volume Penjualan	Sales Volume	2.133.589	1.940.309	91
Beban Penjualan	Sales Expense	364.479	313.037	86
Pengembangan Kompetensi SDM	HR Competency Development	851	851	100
Struktur Modal	Capital Structure			
Liabilitas Jangka Pendek	Short-Term Liabilities	429.215	473.114	110
Liabilitas Jangka Panjang	Long-Term Liabilities	1.924.893	1.878.387	98
Jumlah Liabilitas	Total Liabilities	2.354.108	2.351.501	100
Total Ekuitas	Total Equity	3.555.778	3.466.245	97
Total Aset	Total Assets	5.909.886	5.817.746	98
Kebijakan Dividen	Dividend Policy	8.785	--	--

Pendapatan dari penjualan bersih pada tahun 2021 sebesar Rp1,75 triliun atau 90% dari target 2021 sebesar Rp1,94 triliun. Volume produksi semen di tahun 2021 mencapai 1.960.951 ton atau 91% dari target 2021 sebesar 2.154.562 ton. Volume penjualan pada tahun 2021 mencapai 1.940.309 ton atau 91% dari target 2021 sebesar 2.133.589 ton.

Income from net sales in 2021 was Rp1.75 trillion or 90% from 2021 target of Rp1.94 trillion. Cement production volume in 2021 reached 1,960,951 tons or 91% of 2,154,562 tons target in 2021. Sales volume in 2021 reached 1,940,309 tons or 91% of 2021 target of 2,133,589 tons.

Pendapatan

Pendapatan yang terealisasi atas target yang telah ditetapkan adalah sebesar 90% dari pencapaian Rp1,75 triliun pada tahun 2021 berbanding Rp1,94 triliun pada Target 2021. Hal ini terutama disebabkan oleh tidak tercapainya volume penjualan.

Revenues

Revenues realized over the set target was 90% of achieved Rp1.75 trillion in the year 2021, compared to Rp1.94 trillion in the Target 2021. This was mainly due to non-achieved sales volume.

Laba

Laba usaha yang terelisasi atas target yang telah ditetapkan adalah sebesar 67% dari pencapaian Rp234,31 miliar pada tahun 2021 berbanding Rp351,52 miliar pada Target 2021. Kondisi tersebut karena tidak tercapainya volume penjualan dan penerapan PSAK 71.

Profit

Operating profit realized over the set target was 67% of achieved Rp234.31 billion in 2021 compared to Rp351.52 billion in the Target 2021. This occurred because sales volume was not achieved and PSAK 71 was implemented.



Produksi

Sebagai upaya mencapai target penjualan tersebut, Perseroan telah memproduksi semen sebanyak 1.960.951 ton di 2021 atau tercapai 91% dari target 2021 sebesar 2.154.562 ton. Hal ini menyesuaikan dengan realisasi penjualan.

Penjualan

Volume penjualan yang terealisasi atas target yang telah ditetapkan adalah sebesar 91% dari pencapaian 1.940.309 ton pada tahun 2021 berbanding 2.133.589 ton pada Target 2021. Hal ini akibat dari efek pandemi Covid-19.

Beban Penjualan

Realisasi beban penjualan pada tahun 2021 sebesar Rp313,04 miliar atau 86% dari target 2021 sebesar Rp364,5 miliar. Kondisi tersebut didorong oleh dampak dari rencana penjualan.

Pengembangan Kompetensi SDM

Perseroan melakukan pengembangan kompetensi dengan berbagai kegiatan training, assessment dan sertifikasi yang terealisasi pada tahun 2021 sebesar Rp851 juta mencapai 100% dari target 2021.

Aspek lain (Liabilitas, Ekuitas, Aset)

Aspek-aspek lain Perseroan seperti liabilitas, ekuitas dan aset adalah sebagai berikut:

1. Liabilitas jangka pendek yang terealisasi atas target yang telah ditetapkan adalah sebesar 110% dari pencapaian Rp473,11 miliar pada tahun 2021 berbanding Rp429,22 miliar pada target 2021. Pencapaian tersebut akibat dari tingginya realisasi utang usaha Tahun 2021 jika dibandingkan dengan target 2021
2. Liabilitas jangka panjang yang terealisasi atas target yang telah ditetapkan adalah sebesar 98% dari pencapaian Rp1,88 triliun pada tahun 2021 berbanding Rp1,92 triliun pada target 2021. Kondisi tersebut didorong oleh reklasifikasi utang development tambang dari jangka panjang ke jangka pendek pada realisasi tahun 2021 jika dibandingkan dengan target 2021.
3. Total ekuitas yang terealisasi atas target yang telah ditetapkan adalah sebesar 97% dari pencapaian Rp3,47 triliun pada tahun 2021 berbanding Rp3,56 triliun pada target 2021. Hal ini akibat dari tidak tercapainya realisasi pencapaian laba tahun berjalan dibandingkan target 2021.
4. Total aset yang terealisasi atas target yang telah ditetapkan adalah sebesar 98% dari pencapaian Rp5,82 triliun pada tahun 2021 berbanding Rp5,91 triliun pada target 2021. Penyebab hal itu adalah realisasi Piutang Usaha dan Persediaan yang masih dibawah RKAP yang disebabkan tidak tercapainya realisasi penjualan dibandingkan target 2021.

Production

As an effort to achieve such sales target, the Company produced 1,960,951 tons of cement in 2021 or 91% of 2.154,562 tons in 2021 target. This was attained due to realization of sales volume.

Sales

Sales volume realized over the set target was 91% of 1,940,309 tons achieved in 2021, compared to 2,133,589 tons in 2021 target. This was a result from the Covid-19 pandemic effect.

Sales Expense

Realized sales expenses in the year 2021 was Rp313.04 billion or 86% of the Rp364.5 billion planned. This condition was reinforced by the impact of the sales plan.

HR Competency Development

The Company carried out competency development with various activities on training, assessment and certification during 2021 with total expense of Rp851 million or reaching 100% from 2021 target.

Other Aspects (Liabilities, Equity, Asset)

Such other aspects of the Company as liabilities, equity and assets are as follows:

1. Realized short-term liabilities over the set targets were 110% of achieved Rp473.11 billion in 2021, compared to Rp429.22 billion in the 2021 target. This achievement was the result of the realized high accounts payable in 2021 when compared to the 2021 target.
2. Realized long-term liabilities over the set targets were 98% of the achieved Rp1.88 trillion in 2021 compared to Rp1.92 trillion in the 2020 target. This condition was driven by the reclassification of mining development debt from long-term to short-term realized in 2021 when compared to the target.
3. The total realized equity for the set target was 97% of achieved Rp3.47 trillion in 2021 compared to Rp3.56 trillion in the 2021 target. This was a result from the current year's profit that was not achieved compared to the target.
4. Realized total assets over the set targets were 98% of achieved Rp5.82 trillion in 2021 compared to Rp5.91 trillion in the 2021 target. The reason for this was the realization of Accounts Receivable and Inventories which remained below the target due to non-achieved sales realization compared to target 2021.

Perbandingan antara Target dan Realisasi serta Proyeksi 1 (Satu) Tahun Mendatang

Comparison between Targets and Realization, and Projection 1 (One) for The Next Year

Kebijakan Dividen

Realisasi dividen tahun 2021 sebesar Rp0, sehingga Perseroan tidak dapat mencapai target yang ditetapkan yakni sebesar Rp8,8 miliar. Hal ini disebabkan telah diputuskan pada Rapat Umum Pemegang Saham tidak ada pembagian dividen di tahun 2021.

Dividend Policy

Realization of dividend in the year 2021 was Rp0, as the company did not achieve the set target of Rp8.8 billion. It was decided in the General Meeting of Shareholders that there would be no distribution dividend in the year 2021.

Proyeksi Tahun Buku 2021

Fiscal Year 2021 Projection

Tabel Proyeksi, Realisasi, dan Perubahan

Table Projection, Realization and Change

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description		Proyeksi 2022 Projection 2022	Realisasi 2021 Realization 2021	Perubahan (%) Change (%)
Pendapatan	Revenues	2.174.252	1.751.586	24
Laba Usaha	Operating Profit	436.991	234.311	87
Produksi Semen	Cement Production	2.275.000	1.960.951	16
Volume Penjualan	Sales Volume	2.275.000	1.940.309	17
Beban Penjualan	Sales Expense	431.209	313.037	38
Pengembangan Kompetensi SDM	HR Competency Development	430	851	(50)
Struktur Modal	Capital Structure			
Liabilitas Jangka Pendek	Current Liabilities	543.290	473.114	15
Liabilitas Jangka Panjang	Non-Current Liabilities	1.798.402	1.878.387	(4)
Jumlah Liabilitas	Total Liabilities	2.341.692	2.351.501	0
Total Ekuitas	Total Equity	3.661.575	3.466.245	6
Total Aset	Total Assets	6.003.267	5.817.746	3
Kebijakan Dividen	Dividend Policy	11.279	--	100

Pendapatan dari penjualan bersih di tahun 2022 ditargetkan meningkat sebesar 24% yang dapat diperoleh dengan menargetkan volume penjualan semen sebesar 2.275.000 ton atau naik 17% dari realisasi volume penjualan tahun 2021 sebesar 1.940.309 ton.

Revenue from net sales for the year 2022 is targeted to increase by 24% achievable with a cement sales volume of 2,275,000 tons or an increase of 17% from the realized sales volume in 2021 of 1,940,309 tons.

Pendapatan

Pendapatan yang direncanakan dalam Proyeksi 2022 terhadap realisasi 2021 adalah meningkat sebesar 24% atau Rp2,17 triliun berbanding Rp1,75 triliun.

Revenues

Revenues planned in the 2022 Projection to the 2021 realization is increased by 24% or Rp2.17 trillion compared to Rp1.75 trillion.

Laba Usaha

Laba usaha yang direncanakan dalam Proyeksi 2022 terhadap realisasi 2021 adalah meningkat sebesar 87% atau Rp436,99 miliar berbanding Rp249,59 miliar.

Operating Profit

Operating profit planned in the 2022 Projection to 2021 realization increased by 87% or Rp436.99 billion compared to Rp249.59 billion.

Produksi

Volume produksi yang direncanakan dalam Proyeksi 2022 terhadap realisasi 2021 adalah meningkat sebesar 16% atau 2.275.000 ton berbanding 1.960.951 ton.

Production

Production volume planned in the 2022 Projection to 2021 realization increased by 16% or 2,275,000 tons compared to 1,960,951 tons.



Penjualan

Volume penjualan yang direncanakan dalam Proyeksi 2022 terhadap realisasi 2021 adalah meningkat sebesar 17% atau 2.275.000 ton berbanding 1.940.309 ton.

Beban Penjualan

Beban penjualan yang direncanakan dalam Proyeksi 2022 terhadap realisasi 2021 adalah meningkat sebesar 38% atau Rp431,2 miliar berbanding Rp313,04 miliar.

Pengembangan Kompetensi SDM

Perseroan berencana melakukan pengembangan kompetensi dengan berbagai kegiatan *training*, *assessment* dan sertifikasi yang direncanakan dalam Proyeksi 2022 terhadap realisasi 2021 adalah menurun sebesar 50% atau Rp430 juta berbanding Rp851 juta.

Aspek lain (Liabilitas, Ekuitas, Aset)

Aspek-aspek lain Perseroan seperti liabilitas, ekuitas dan aset adalah sebagai berikut:

1. Liabilitas jangka pendek yang direncanakan dalam Proyeksi 2022 adalah meningkat sebesar 15% dari Rp543,29 miliar berbanding Rp473,11 miliar pada realisasi 2021.
2. Liabilitas jangka panjang yang direncanakan dalam Proyeksi 2022 turun sebesar 4% atau dari Rp1,80 triliun berbanding Rp1,88 triliun pada realisasi 2021.
3. Total ekuitas yang direncanakan dalam Proyeksi 2022 adalah meningkat sebesar 6% dari Rp3,66 triliun berbanding Rp3,47 triliun pada realisasi 2021.
4. Total aset yang direncanakan dalam Proyeksi 2022 adalah sebesar meningkat sebesar 3% dari Rp6,00 triliun berbanding Rp5,82 triliun pada realisasi 2021.

Kebijakan Dividen

Dividen yang direncanakan dalam target 2022 terhadap realisasi 2021 adalah meningkat sebesar 100% atau Rp11,3 miliar berbanding Rp0 pada realisasi tahun 2021.

Sales

Sales volume planned in the 2022 Projection to 2021 realization increased by 17% or 2,275,000 tons compared to 1,940,309 tons.

Sales Expense

Sales expense planned in the 2022 Projection to 2021 realization is increased by 38% or Rp431.2 billion compared to Rp313.04 billion.

HR Competency Development

The Company plans to conduct competency development through various programs on training, assessment and certification as planned in the 2022 Projection compared to 2021 realization is decreased by 50% or Rp430 million compared to Rp851 million.

Other aspects (Liabilities, Equity, Asset)

Other aspects in the Company such as liabilities, equity and assets are as follows:

1. Short-term liabilities planned in the 2022 Projection increased by 15% from Rp543.29 billion compared to Rp473.11 billion realized in 2021.
2. Long-term liabilities planned in the 2022 Projection declined by 4% or from Rp1.80 trillion compared to Rp1.88 trillion realized in 2021.
3. Total equity planned in the 2022 Projection increased by 6% from Rp3.66 trillion compared to Rp3.47 trillion realized in 2021
4. Total assets planned in the 2022 Projection increased by 3% from Rp6.00 trillion compared to Rp5.82 trillion realized in 2021.

Dividend Policy

Dividend planned in the target 2022 over 2021 realization is at 100% or Rp11.3 billion compared to Rp0 in 2021 realization.

Informasi dan Fakta Material yang Terjadi setelah Tanggal Laporan Akuntansi

Information and Material Facts that Took Place after The Date of Audit Report

Berikut adalah informasi dan fakta material yang terjadi di Perseroan setelah tanggal laporan akuntansi.

a. Perubahan Komite Nominasi dan Remunerasi

Berdasarkan Keputusan Dewan Komisaris perusahaan Nomor. SK-01/DK-SB/1/2022 tanggal 27 Januari 2022 menyatakan pemberhentian dan pengangkatan Komite Nominasi dan Remunerasi PT Semen Baturaja (Persero) Tbk, memutuskan:

- Memberhentikan dengan hormat Sdr. Endang Tirtana sebagai Ketua Komite Nominasi dan Remunerasi yang diangkat berdasarkan Keputusan Dewan Komisaris Perusahaan Perseroan (Persero) PT Semen Baturaja Tbk Nomor SK-09/DK-SB/IX/2020 tanggal 10 September 2020.
- Mengangkat Sdr. Chowadja Sanova sebagai Ketua Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT Semen Baturaja Tbk.
- Dengan adanya pemberhentian dan pengangkatan pada Komite Nominasi dan Remunerasi sebagaimana dimaksud pada Diktum kesatu dan kedua, maka susunan Komite Nominasi dan Remunerasi menjadisebagai berikut:
 1. Sdr. Chowadja Sanova sebagai Ketua (merangkap Anggota)
 2. Sdr. Oke Nurwan sebagai Sekretaris (merangkap Anggota)
 3. Sdr. Franciscus M.A. Sibarani sebagai Anggota
 4. Sdr. Darusman Mawardi sebagai Anggota
- Masa jabatan anggota Komite Nominasi dan Remunerasi sebagaimana dimaksud dalam Diktum Kesatu tersebut menyesuaikan sebagaimana masa jabatan masing-masing anggota Komite Nominasi dan Remunerasi sebagai anggota Dewan Komisaris PT Semen Baturaja (Persero) Tbk.
- Keputusan ini berlaku terhitung mulai tanggal 27 Januari 2022 dan apabila terdapat kekeliruan di dalamnya, akan diadakan perbaikan sebagaimana mestinya

The following are material information and facts that occurred in the Company after the date of the accounting report.

a. Changes of the Nomination and Remuneration Committee

Pursuant to the Decree of the Board of Commissioners No. SK-01/DK-SB/1/2022 dated January 27, 2022 regarding the dismissal and appointment of the Nomination and Remuneration Committee of PT Semen Baturaja (Persero) Tbk, the Company decide to:

- Respectfully dismissed Mr. Endang Tirtana from the position as Chair of the Nomination and Remuneration Committee who was appointed based on the Decree of the Board of Commissioners of PT Semen Baturaja Tbk Number SK-09/DK-SB/IX/2020 dated September 10, 2020.
- Appointed Mr. Chowadja Sanova as Chairman of the Nomination and Remuneration Committee of PT Semen Baturaja Tbk.
- With the dismissal and appointment of the Nomination and Remuneration Committee as referred to in the points above, the composition of the Nomination and Remuneration Committee is as follows:
 1. Mr. Chowadja Sanova as Chairman (concurrently Member)
 2. Mr. Oke Nurwan as Secretary (concurrently Member)
 3. Mr. Franciscus M A Sibarani as Member
 4. Mr. Darusman Mawardi as Member.
- The term of office of the members of the Nomination and Remuneration Committee as referred to in Point One is adjusted according to the term of office of each member of the Nomination and Remuneration Committee who is a member of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk.
- This decision is effective as of January 27, 2022 and if there are errors in it, corrections will be made accordingly.



Prospek Usaha

Business Prospects

Perekonomian global selama 2021 tumbuh positif dan menunjukkan perbaikan dari tahun sebelumnya. Hal ini merupakan hasil respons dari vaksinasi, kebijakan stimulus dan kerja sama internasional. Pertumbuhan ekonomi global berdampak pada pertumbuhan ekonomi nasional, dimana tahun 2021 PDB Nasional berada pada kisaran 3,2-4,0%. Peningkatan ini juga dipengaruhi oleh vaksinasi COVID-19 dari pemerintah sehingga meningkatkan imunitas dan meningkatkan kepercayaan masyarakat untuk beraktivitas secara normal dengan tetap menerapkan protokol kesehatan. Selain itu, Pemulihan Ekonomi Nasional (PEN) telah terbukti efektif dalam menjaga momentum pemulihan ekonomi dan industri nasional yang tercermin pada perkembangan *leading indicator* pada Desember 2021 yang terus menunjukkan penguatan, seperti Indeks Keyakinan Konsumen (IKK), PMI Manufaktur, konsumsi listrik terutama untuk sektor industri, dan perbaikan aktivitas masyarakat.

Dari sisi neraca Perdagangan Nasional tercatat *surplus* USD0,79 Miliar atau USD35,11 Miliar sepanjang periode Januari hingga Desember 2021. Sektor Industri Pengolahan juga mampu tumbuh 16,90 persen (yoy). Sementara itu, *sector* lainnya yang kinerjanya juga menggembirakan seperti sektor Pertambangan tumbuh 59,14 persen (yoy), serta Sektor Informasi dan Komunikasi yang tumbuh 16,45 persen (yoy).

The global economy during 2021 is able to grow positively, showing an improvement from the previous year. This is the result of vaccination programs, stimulus policies and international cooperation. Global economic growth also has an impact on national economic growth, where the National GDP in 2021 is in the range of 3.2-4.0%. This increase was also due to the COVID-19 vaccination program, from the government, which has helped increasing public immunity and hence increasing their confidence to again carry out normal activities while adhering to health protocols. In addition, the National Economic Recovery program (PC PEN) from the Government has also proven effective in maintaining the momentum of national economic and industrial recovery, as reflected in the development of leading indicators in December 2021 which continue to show signs of strengthening, such as the Consumer Confidence Index (IKK), Manufacturing PMI, electricity consumption, especially for the industrial sector, and improvement of community activities.

The National Trade Balance in December 2021 recorded a surplus of USD0.79 billion or USD35.11 billion between January to December 2021. The Manufacturing Industry sector was also able to grow 16.90 percent (yoy). Meanwhile, the performance of other sectors was also encouraging, such as the Mining sector which grew 59.14 percent (yoy), and the Information and Communications Sector which grew 16.45 percent (yoy).

(Ton, kecuali dinyatakan lain | Ton, unless stated otherwise)

	Daerah Region	2021	2020	Pertumbuhan (%) Growth (%)
Sumatera	Sumatra	14.129.029	13.788.192	2
Jawa	Java	34.695.665	33.803.949	3
Kalimantan	Kalimantan	4.256.616	3.971.863	7
Sulawesi	Sulawesi	6.447.665	5.369.305	20
Nusa Tenggara	Nusa Tenggara	3.607.544	3.577.447	1
Indonesia Timur	East Indonesia	2.078.071	1.999.436	4
Indonesia	Indonesia	65.214.591	62.510.192	4
Ekspor	Export	11.609.965	9.273.415	25
Total	Jumlah	76.824.556	71.783.607	7

Sumber | Source: Asosiasi Semen Indonesia (ASI)

Industri semen sendiri menunjukkan pertumbuhan positif. Hal ini dapat dilihat dari permintaan *demand* semen nasional hingga Desember 2021 yang mengalami peningkatan 4,3 persen dibandingkan periode yang sama tahun lalu. Kemudian *demand* di wilayah pasar Semen Baturaja, Sumatera bagian selatan (Sumbagsel) mengalami peningkatan sebesar 5,6 persen atau menjadi 6,32 juta ton pada tahun 2021. Walaupun pertumbuhan *demand* semen meningkat

The cement industry itself is also experiencing positive growth, seen from the national cement demand until December 2021, which has increased by 4.3 percent compared to the same period last year. It can also be seen in the increase in demand in the Semen Baturaja market area, southern Sumatra (Sumbagsel), which is 5.6 percent or to 6.32 million tons in 2021. Although cement demand growth has increased from the previous year, with an oversupplied market, the

Prospek Usaha

Business Prospects

dari tahun sebelumnya dengan kondisi yang masih *oversupply*, persaingan di pasar Sumbagsel masih ketat. Meski demikian, Perseroan tetap optimis untuk dapat bersaing di tengah tantangan yang ada. Upaya penguatan strategi di setiap kegiatan operasional perusahaan tetap terus dilakukan demi meningkatkan kinerja penjualan.

Dengan mempertimbangkan kondisi perekonomian yang terus semakin membaik serta dilanjutkannya program pembangunan infrastruktur yang dapat mendorong meningkatnya konsumsi semen nasional, maka Perseroan menetapkan sasaran penjualan sebesar 2,27 jt ton pada tahun 2022, dengan target *market share* wilayah Sumbagsel sebesar 32%. Berikut target *market share* untuk masing-masing wilayah yaitu Sumatera Selatan 55%, Lampung 29%, Jambi 15%, Bengkulu 13%, dan Bangka Belitung 2%.

competition in the South Sumatra market is still tight. However, the Company remains optimistic to be able to compete. Efforts to strengthen strategies in each of the Company's operational activities will be continued in order to improve sales performance.

Taking into account the gradually improving economic conditions and the continuation of infrastructure development that encourages national cement consumption, the Company therefore established the sales target at 2.27 million tons for the year 2022, with target market share in the Southern Sumatra region at 32%. The target market share for each region is: South Sumatra 55%, Lampung 29%, Jambi 15%, Bengkulu 13% and Bangka Belitung 2%.

Aspek Pemasaran

Marketing Aspect

Kebijakan Pemasaran

Dalam menjalankan aktifitas bisnisnya, Perseroan terus berupaya untuk meluaskan jangkauan wilayah pemasaran. Penjualan semen dilakukan di wilayah Sumatera Bagian Selatan & Kalimantan Barat dengan fokus pada wilayah yang mampu memberikan kontribusi margin. Kualitas menjadi hal yang utama untuk menjamin kepuasan pelanggan selain menjaga kontinuitas pasokan.

Strategi Pemasaran

- Menjaga kontinuitas suplai produk dengan peningkatan fasilitas distribusi dan ekspansi pasar ke wilayah pengembangan
- Melakukan aktifitas *branding* ATL & BTL baik secara *offline* maupun digital dengan aktifitas pemeliharaan *brand* baik melalui media digital maupun kegiatan langsung seperti *talkshow*, keikutsertaan dalam *event* konstruksi, iklan, pameran, dan sebagainya
- Melakukan aktifitas penjualan secara online melalui digital platform melalui kerjasama dengan *e-commerce* Tokopedia.
- Melakukan penjualan produk turunan baik secara *B to B* maupun ke ritel dengan kerjasama pembangunan proyek-proyek infrastruktur dan properti

Marketing Policy

In carrying out its business activities, the Company continuously strive to expand the scope of its marketing areas. Sales of cement in Southern Sumatra and West Kalimantan are the focused on areas which contribute margins. Quality is the main point to ensure customer satisfaction other than maintaining continuity of supply.

Marketing strategy

- Maintain continuity of product supply by increasing distribution facilities and expanding market into development areas
- Conducting ATL & BTL branding activities, both offline and digital, with brand maintenance activities through digital media and live event, such as talk shows, participation in construction events, advertisements, exhibitions, and so on
- Conduct online sales through digital platforms by developing digital sales transactions through collaboration with Tokopedia.
- Selling product derivatives both *B to B* or retail by participating in the development of infrastructure and property projects



- Melakukan optimalisasi biaya pelayanan ke pelanggan melalui upaya efisiensi berupa pemilihan moda, kapasitas angkut dan asal semen serta mengurangi *double handling (least cost to serve)*.

Realisasi program pemasaran pada tahun buku 2021, sebagai berikut:

- Perseroan sudah melakukan transaksi penjualan secara digital melalui kerjasama dengan platform *e-commerce* Tokopedia dengan 0,23% dari total penjualan.
- Branding* dilakukan dengan menggunakan Baliho, *Banner*, *car advertising*, keikutsertaan dalam berbagai *event* yang bekerjasama dengan beberapa pihak lain.
- Perseroan juga sudah melakukan penjualan komersil produk turunan berupa semen mortar instan.
- Peningkatan aktifitas kunjungan ke pelanggan (*canvassing*).
- Peningkatan aktifitas *pipeline* dengan distributor.
- Pengembangan *platform* penjualan digital sendiri.
- Sinergi dengan BUMN Karya dalam hal suplai semen.
- Aktifitas pemeliharaan *brand* melalui *talkshow*, keikutsertaan dalam *event* konstruksi, iklan dll.

Pangsa Pasar

Tahun 2021 permintaan semen Nasional meningkat 4,3% dari tahun 2020 seiring dengan penurunan kasus Covid-19 dan keberlanjutan pemulihan ekonomi nasional. Sejalan dengan peningkatan *share* untuk pulau-pulau yang ada di Indonesia dimana pulau Sumatera mengalami peningkatan 2%, Pulau Jawa meningkat 3%, Kalimantan meningkat 7%, Sulawesi meningkat 20%, Nusa Tenggara meningkat 1% dan Indonesia Timur meningkat sebanyak 4% dari tahun sebelumnya.

Peningkatan permintaan semen nasional juga berdampak pada wilayah pemasaran Perseroan dimana di wilayah Sumatera bagian Selatan (Sumbagsel) yang mengalami peningkatan 5,6% dan di wilayah pasar utama Semen Baturaja seperti di wilayah Sumatera Selatan relatif stabil dari tahun lalu, Lampung meningkat 6,1%, Jambi meningkat 7,4%, Bengkulu meningkat 14%, dan Bangka Belitung meningkat 23,4% terhadap tahun 2020.

- Optimizing service costs to customers through efficiency by selecting mode of transportation, capacity and origin of cement, as well as reducing double handling (least cost to serve).

Realization of marketing program in the financial year, as follows :

- The Company has conducted digital sales transactions through collaboration with the e-commerce platform, Tokopedia, with a sales percentage of 0.23% of total sales.
- Branding activity is done using billboards, banners, car advertising, or through participation in various events in collaboration with several other parties.
- The Company has also made commercial sales of derivative products, such as instant cement mortar.
- Increased visits to customers (canvassing).
- Increased pipeline activities with distributors.
- Developing digital sales platform.
- Conduct synergy with BUMN Karya in terms of cement supply.
- Brand maintenance activities through talk shows, participation in construction events, advertisements etc.

Market share

In 2021, national demand for cement increased by 4% from that of 2020, in line with the decline in Covid-19 cases and the sustainability of the national economic recovery. This is also in line with the increase in share in the major islands of Indonesia where in Sumatra increased by 2%, in Java increased by 2%, in Kalimantan increased by 7%, in Sulawesi increased by 20%, in Nusa Tenggara increased by 1% and in Eastern Indonesia increased by 4% from previously.

The increase in national cement demand also had an impact on the Company's marketing area. Cement demand in the southern part of Sumatra (Sumbagsel) experienced an increase of 5.6%, while in the main market area of Semen Baturaja such as in South Sumatra, was relatively stable from the previous year, Lampung increased by 6.1%, Jambi increased by 7.4%, Bengkulu increased by 14%, and Bangka Belitung increased by 23.4% from that of 2020.

	Daerah Region	2021	2020	Pertumbuhan (%) Growth (%)
Sumatera	Sumatra	14.129.029	13.788.192	2
Jawa	Java	34.695.665	33.803.949	3
Kalimantan	Kalimantan	4.256.616	3.971.863	7
Sulawesi	Sulawesi	6.447.665	5.369.305	20
Nusa Tenggara	Nusa Tenggara	3.607.544	3.577.447	1
Indonesia Timur	East Indonesia	2.078.071	1.999.436	4
Jumlah	Total	65.214.591	62.510.192	4

Sumber | Source: Asosiasi Semen Indonesia (ASI)

Aspek Pemasaran

Marketing Aspect

(Ton, kecuali dinyatakan lain | Ton, unless stated otherwise)

	Daerah Region	2021	2020	Pertumbuhan (%) Growth (%)
D.I. Aceh	D.I. Aceh	1.275.633	1.283.427	-1
Sumatera Utara	North Sumatra	2.749.540	2.846.025	-3
Sumatera Barat	West Sumatra	1.280.204	1.242.725	3
Riau	Riau	1.742.792	1.708.547	2
Kep. Riau	Riau Island	755.065	717.321	5
SUMBAGSEL	Southern Sumatra	6.325.795	5.990.146	6
• Jambi	• Jambi	1.059.459	986.072	7
• Sumatera Selatan	• South Sumatra	2.098.218	2.104.770	0
• Bangka Belitung	• Bangka Belitung	354.123	286.907	23
• Bengkulu	• Bengkulu	626.506	549.744	14
• Lampung	• Lampung	2.187.488	2.062.654	6
SUMATERA	SUMATRA	14.129.029	13.788.192	2

Sumber | Source: Asosiasi Semen Indonesia (ASI)

Di wilayah Sumsel, Jambi, dan Bengkulu *market share* Perseroan pada tahun 2021 *market share* turun 1% dari periode yang sama tahun lalu. Begitu pula untuk wilayah Bangka Belitung terjadi penurunan *market share* hingga 2%. Sedangkan untuk Provinsi Lampung *market share* Perseroan mengalami peningkatan sebesar 1% terhadap periode yang sama tahun sebelumnya.

In 2021, in South Sumatra, the Company's market share decreased by 1% from the same period last year, in the Province of Lampung the Company's market share increased by 1% compared to the same period the previous year, the market share in Jambi decreased by 1% compared to the previous period. the same as last year, in Bengkulu the company's market share decreased by 1%, and the market share in Bangka Belitung fell to 1%.

Secara rata-rata, untuk wilayah Sumbagsel sendiri *market share* Perseroan turun 2% dibandingkan periode yang sama tahun sebelumnya. Penurunan *market share* ini disebabkan penetrasi yang agresif dari semen Conch yang dapat mengambil pasar 5% serta Semen Merah Putih yang dapat tumbuh 1% dari periode yang sama tahun sebelumnya.

In the Southern Sumatra region, the Company's market share fell 2% compared to the same period the previous year. The decline in market share was due to aggressive penetration of Conch cement which could take up 5% of the market and Merah Putih cement which grew 1% from the same period the previous year.

Wilayah Region	Volume Penjualan (Ton) Sales Volume (Ton)	Permintaan (Ton) Demand (Ton)	Market Share (%) Market Share (%)	+/- Market Share +/- Market Share
Jambi	112.416	1.059.459	11%	-1
Sumatera Selatan	1.111.421	2.098.218	53%	-1
Bangka – Belitung	4.010	354.123	1%	-2
Bengkulu	79.369	626.506	13%	-1
Lampung	631.593	2.187.488	29%	1
SUMBAGSEL	1.938.809	6.325.795	31%	-1
Kalimantan Barat	1.500	1.288.678	0%	0
Jumlah	1.940.309	7.614.473	25%	-1

Kondisi *market share* nasional saat ini masih didominasi oleh Semen Indonesia Group, dimana *market share* salah satu produsen semen *group* terbesar nasional tersebut mencapai 49%, disusul oleh Semen Tiga Roda mencapai 25%, selanjutnya Semen Conch sebesar 7%, Semen Merah Putih sebesar 6%, Semen Bosowa dan Semen Baturaja mencapai 3%, Semen Jui Shin Garuda, Andalas dan Bima 2% sementara semen Kupang 0%.

Currently, the national market is still dominated by Semen Indonesia Group, where the market share of one of the largest national cement group producers reaches 49%, followed by Semen Tiga Roda which reaches 25%, then Semen Conch at 7%, Semen Merah Putih at 6 %, Semen Bosowa and Semen Baturaja reached 3%, Semen Jui Shin Garuda, Andalas and Bima 2% while Kupang cement 0%.



Produsen Producer	Volume Penjualan (Ton) Sale Volume (Ton)	Market Share (%) Market Share (%)
Semen Indonesia	32.257.674	49
Conch	4.751.501	7
Tiga Roda	16.569.937	25
Merah Putih	4.036.554	6
Bosowa	1.930.949	3
Baturaja	1.940.310	3
Jui Shin Garuda	1.278.440	2
Andalas	1.062.128	2
Bima	1.159.347	2
Kupang	227.752	0

Kebijakan Dividen

Dividend Policy

Perseroan memiliki kebijakan dividen yang mengacu pada kebijakan dividen yang tersaji dalam prospektus saat Perseroan melakukan *Initial Public Offering (IPO)*. Adapun kebijakan dividen tersebut diuraikan sebagai berikut:

1. Perseroan merencanakan untuk membagikan dividen dalam bentuk uang tunai sekurang-kurangnya sekali dalam setahun.
2. Besarnya dividen dikaitkan dengan keuntungan Perseroan pada tahun buku yang bersangkutan, dengan tidak mengabaikan tingkat kesehatan Perseroan dan tanpa mengurangi hak dari RUPS untuk menentukan lain sesuai dengan membukukan laba ditahan yang positif.
3. Sebelum berakhirnya suatu tahun buku, dividen interim dapat dibagikan selama diizinkan oleh Anggaran Dasar Perseroan dan jika pembagian dividen interim tersebut tidak menyebabkan jumlah kekayaan bersih Perseroan lebih kecil dari jumlah modal ditempatkan dan disetor serta memperhatikan ketentuan mengenai penyesihan cadangan wajib sebagaimana dipersyaratkan dalam UUPT.
4. Pembagian dividen interim tersebut ditentukan oleh Direksi setelah disetujui oleh Dewan Komisaris.
5. Apabila setelah akhir tahun buku tersebut, Perseroan mengalami kerugian, dividen interim yang telah dibagikan harus dikembalikan oleh Pemegang Saham kepada Perseroan.
6. Direksi dan Dewan Komisaris akan bertanggung jawab secara renteng jika dividen interim tersebut tidak dikembalikan kepada Perseroan.

The Company's dividend policy refers to the policy stated in the prospectus during the Initial Public Offering (IPO). The dividend policy is described as follows:

1. Plan to distribute dividends in cash at least once a year.
2. The amount of dividends depends on the amount of the Company's profits for the financial year concerned, without neglecting the healthy level of the Company and without prejudice to the rights of the GMS to determine otherwise in accordance with posting positive retained earnings.
3. Prior to the end of a financial year, interim dividends may be distributed as long as permitted by the Company's Articles of Association and if the distribution of such interim dividends does not cause the total net assets of the Company to be less than the total issued and paid-up capital as well as taking into account the provision for mandatory reserves as required in the Company Law.
4. The distribution of the interim dividend is determined by the Board of Directors after being approved by the Board of Commissioners.
5. In the event that after the end of the financial year, the Company suffers a loss, the interim dividend that has been distributed must be returned by the Shareholders to the Company.
6. The Board of Directors and the Board of Commissioners will be jointly and severally liable if the interim dividend is not paid back to the Company.

Kebijakan Dividen

Dividend Policy

7. Pembayaran dividen kas kepada Pemegang Saham Perseroan akan bergantung pada rekomendasi dari Direksi Perseroan, sehingga tidak terdapat kepastian bahwa Perseroan akan dapat membayarkan dividen setiap tahunnya.
 8. Keputusan Direksi Perseroan dalam memberikan rekomendasi pembayaran dividen tergantung pada:
 - a. Hasil kegiatan usaha dan arus kas Perseroan.
 - b. Perkiraan kinerja keuangan dan kebutuhan modal kerja Perseroan.
 - c. Prospek usaha Perseroan di masa yang akan datang.
 - d. Belanja modal dan rencana investasi Perseroan lainnya.
 - e. Perencanaan investasi dengan pertumbuhan lainnya.
 - f. Kondisi ekonomi dan usaha secara umum dan faktor-faktor lainnya yang dianggap relevan oleh Direksi Perseroan serta ketentuan pembahasan mengenai pembayaran dividen berdasarkan perjanjian terkait.
 9. Apabila keputusan telah dibuat untuk membayar dividen, dividen tersebut akan dibayar dalam rupiah.
 10. Pemegang saham pada tanggal pencatatan yang berlaku berhak atas sejumlah penuh dividen yang disetujui, dan dapat dikenai pajak penghasilan (*withholding tax*) yang berlaku di Indonesia.
 11. Pemegang saham pada tanggal pencatatan yang berlaku berhak atas sejumlah penuh dividen yang disetujui, dan dapat dikenai pajak penghasilan (*withholding tax*) yang berlaku di Indonesia.
7. Payment of cash dividends to the Company's Shareholders will depend on the recommendation of the Company's Board of Directors, so there is no certainty that the Company will be able to pay dividends every year.
 8. The decision of the Board of Directors in providing recommendations for dividend payments depends on:
 - a. The results of the Company's business activities and cash flows.
 - b. Estimated financial performance and working capital requirements of the Company.
 - c. The Company's business prospects in the future.
 - d. Capital expenditures and other investment plans of the Company.
 - e. Investment planning with other growth.
 - f. Economic and business conditions in general and other factors deemed relevant by the Company's Board of Directors as well as the provisions for the discussion of dividend payments based on the related agreement.
 9. If a decision has been made to pay dividends, the dividends will be paid in rupiah.
 10. Shareholders on the valid recording date are entitled to the full amount of the approved dividends, and may be subject to withholding tax applicable in Indonesia.
 11. Shareholders on the valid record date are entitled to the full amount of the approved dividends, and may be subject to withholding tax applicable in Indonesia.

Dividen yang diterima oleh pemegang saham asing akan dikenai pajak penghasilan (*withholding tax*) Indonesia maksimum sebesar 20% (berdasarkan ketentuan pajak yang berlaku saat ini).

Dividends received by foreign shareholders will be subject to a maximum Indonesian withholding tax of 20% (based on current tax regulations).

Penggunaan laba Perseroan untuk tahun buku 2020 dilakukan dengan mengacu kepada ketentuan-ketentuan sebagai berikut:

1. Pasal 70 dan 71 UU PT No : 40 Tahun 2007, disebutkan bahwa Penggunaan laba bersih termasuk untuk cadangan, penggunaan lainnya serta dividen diputuskan oleh Rapat Umum Pemegang Saham
 2. Pasal 21 ayat 2 huruf b Anggaran Dasar Perseroan, Direksi menyampaikan usulan penggunaan laba bersih Perseroan, jika Perseroan mempunyai laba positif.
1. Articles 70 and 71 of Company Law No: 40 of 2007, stated that the use of net profit including reserves, other uses and dividends is decided by the General Meeting of Shareholders.
 2. Article 21 paragraph 2 letter b of the Company's Articles of Association, the Board of Directors submits a proposal for the use of the Company's net profit, if the Company has a positive profit.

Berdasarkan kebijakan pembayaran Dividen yang termuat di Prospektus tanggal 20 Juni 2013 yang diterbitkan Perseroan dalam rangka penawaran umum

Based on the dividend payment policy contained in the Prospectus dated June 20, 2013 issued by the Company in the context of the initial public offering



perdana Saham Perseroan telah ditetapkan bahwa pembagian dividen dipengaruhi oleh kondisi ekonomi dan usaha secara umum dan faktor-faktor lainnya.

Dengan mempertimbangkan Pandemi Covid-19 yang saat ini masih berlangsung yang berdampak pada pertumbuhan demand semen di tahun 2021 serta kebutuhan modal kerja, investasi dan pendanaan Perseroan. Pembagian dividen diputuskan dalam mekanisme Rapat Umum Pemegang Saham Tahunan berdasarkan usulan dari pengurus Perseroan yaitu mengusulkan kepada Rapat untuk tidak melakukan pembagian Dividen atas laba yang dapat diatribusikan kepada Pemilik Entitas Induk Perseroan tahun buku 2020.

Pada Rapat Umum Pemegang Saham Tahun Buku 2020, pemegang saham menyetujui untuk menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2020 sebesar Rp 10.984.573.721 (Sepuluh Miliar Sembilan Ratus Delapan Puluh Empat juta Lima Ratus Tujuh Puluh Tiga Ribu Tujuh Ratus Dua Puluh Satu Rupiah) seluruhnya menjadi Cadangan.

Terkait dengan payout dividen, pada tahun buku 2015 hingga 2018, payout dividen Perseroan sebesar 25%, pada tahun buku 2019 sebesar 20,48%, dan pada tahun buku 2020 Perseroan tidak membagi dividen berdasarkan keputusan RUPS tahun 2021.

of the Company's shares, it has been determined that the distribution of dividends is influenced by general economic and business conditions and other factors.

Taking into account the ongoing Covid-19 Pandemic, which has an impact on cement demand growth in 2021 as well as the Company's working capital, investment and funding needs. The distribution of dividends is decided in the mechanism of the Annual General Meeting of Shareholders based on a proposal from the management of the Company, namely proposing to the Meeting not to distribute dividends on profits attributable to the owners of the Company's Parent Entity for the fiscal year 2020.

At the General Meeting of Shareholders for Fiscal Year 2020, shareholders agreed to determine the use of Net Profit Attribution of Owners of the Parent Entity for Fiscal Year 2020 of Rp 10,984,573,721 (Ten Billion Nine Hundred Eighty Four million Five Hundred Seventy Three Thousand Seven Hundred Twenty One Rupiah) entirely into Reserves.

Regarding dividend pay-out, in fiscal years between 2015 and 2018, the Company's dividend pay-out was 25%, in fiscal year 2019 was 20.48% and in fiscal year 2020 the Company did not disburse dividend based on 2021 Annual GMS resolutions.

Dividen yang Dibagikan

Table Projection, Realization and Change

(Rp Juta, kecuali dinyatakan lain | Rp Million, unless stated otherwise)

Uraian Description	Tahun Buku 2020 Fiscal Year 2020	Tahun Buku 2019 Fiscal Year 2019	Tahun Buku 2018 Fiscal Year 2018	Tahun Buku 2017 Fiscal Year 2017	Tahun Buku 2016 Fiscal Year 2016
Laba Bersih Net Profit	10.985	30.072	76.072	146.644	259.091
Jumlah Dividen Total Dividends	-	6.158	18.971	36.661	64.769
Rasio Dividen/Payout Ratio Dividend Ratio/Payout Ratio	-	20,48%	25%	25%	25%
Tahun Pembayaran Year of Payment	2021	2020	2019	2018	2017
Jumlah Saham Total Shares	9.932.534.336	9.932.534.336	9.932.534.336	9.924.797.283	9.837.678.500
Dividen per Saham (Rupiah penuh) Dividend per Share (in full Rupiah)	-	0,62	1,91	4	7
Tanggal Pengumuman Dividen Dividend Date of Announcement	-	18 Agustus 2020 18 August 2020	28 Mei 2019 28 May 2019	28 Februari 2018 28 February 2018	27 April 2017 27 April 2017
Tanggal Pembayaran Dividen Dividend Date of Payment	-	4 September 2020 4 September 2020	19 Juni 2019 19 June 2019	26 Maret 2018 26 March 2018	22 Mei 2017 22 May 2017

Program Kepemilikan Saham Karyawan dan/atau Manajemen (ESOP/MSOP)

Employee and/or Management Stock Option Program (ESOP/MSOP)

Pada tahun 2021, Perseroan tidak melaksanakan *Management Employee Stock Option Plan* (MESOP). Adapun riwayat MESOP yang pernah dilakukan oleh Perseroan diurai sebagai berikut.

Pada IPO di Juni 2013, Perseroan mengalokasikan 0,82% dari total saham yang diterbitkan pada saat IPO melalui program *Employee Stock Allocation* (ESA). Program tersebut berjangka waktu 1 (satu) tahun dan telah terealisasi. Selain ESA, Perseroan juga mengeluarkan program kepemilikan lainnya, yaitu *Management Employee Stock Option Plan* (MESOP) sebanyak-banyaknya 1,65% dari total modal yang ditempatkan dan disetor penuh setelah IPO.

Pada program MESOP, karyawan akan mendapatkan hak opsi untuk membeli saham dengan harga yang telah ditentukan oleh Direksi dengan persetujuan Dewan Komisaris dan akan diberitahukan kepada karyawan Program MESOP sebelum dibukanya periode pelaksanaan (*window exercise*).

Hak opsi tersebut didistribusikan dalam dua tahap yakni:

1. Tahap I sebanyak 40% pada tanggal pencatatan saham Perseroan di Bursa Efek Indonesia.
2. Tahap II sebanyak 60% pada ulang tahun pertama tanggal pencatatan saham Perseroan di Bursa Efek Indonesia. Pelaksanaan hak opsi peserta untuk membeli saham dan penerbitan hak opsi akan dilakukan secara bertahap dalam jangka waktu 5 (lima) tahun dengan ketentuan 1 (satu) tahun dapat dibuka 2 (dua) kali. Adapun kriteria peserta yang berhak mengikuti Program ESA adalah:
 - Karyawan tetap yang tercatat dan aktif bekerja pada 31 Maret 2013;
 - Mempunyai masa kerja minimal 1 tahun pada tanggal 31 Maret 2013;
 - Apabila sedang dalam menjalani masa hukuman/Surat Peringatan (SP) akan dilakukan pengurangan atas nilai ESA yang diterimanya, dengan rincian sebagai berikut:
 - SP I diberikan 75% dari Nilai ESA yang bersangkutan
 - SP II diberikan 50% dari Nilai ESA yang bersangkutan
 - SP III diberikan 25% dari Nilai ESA yang bersangkutan

In 2021, the Company did not implement the *Management Employee Stock Option Plan* (MESOP). The history of MESOP that has been carried out by the Company is described as follows.

During the IPO in June 2013, the Company allocated 0.82% of the total shares issued at the time of the IPO through the *Employee Stock Allocation* (ESA) program, which has a period of 1 (one) year and has been realized. In addition to ESA, the Company also issued other stock ownership programs, namely *Management Employee Stock Option Plan* (MESOP), offering up to 1.65% of the total issued and fully paid capital following the IPO.

In the MESOP program, employees will get an option to buy shares at a price determined by the Board of Directors with the approval of the Board of Commissioners and they will be notified before the date of MESOP window exercise. The option rights are distributed in two stages, namely:

The option rights will be distributed in 2 (two) steps:

1. Phase I, 40% on the date of listing of shares of companies in the Indonesia Stock Exchange;
2. Phase II, 60% on the first anniversary date of listing of shares of companies in the Jakarta Stock Exchange. The implementation of the option rights to buy shares and issuance of the option rights will be executed in 5 (five) years with provision it can be opened 2 (two) times in 1 (one) year. The criteria for eligible participants followed the ESA:
 - The permanent employees registered and still active at work on March 31, 2013;
 - Have been working at least 1 year on March 31, 2013.
 - When the employee is in serving a sentence/ Letter of Warning (SP), then there will be a reduction in the value of ESA of the said person, with details as follows:
 - SP I is 75% from the value of ESA
 - SP II is 50% from the value of ESA
 - SP III is 25% from the value of ESA



Perseroan telah menetapkan kriteria karyawan yang berhak menjadi peserta program MESOP yaitu:

1. Dewan Komisaris kecuali Komisaris Independen;
2. Direksi;
3. Karyawan tetap yang tercatat dalam data Perseroan per tanggal 31 Maret 2013 saat penerbitan hak opsi dan mempunyai masa kerja minimal 1 tahun per tanggal 31 Maret 2013.

Jangka waktu Program ESA selama 1 (satu) tahun dan saat ini program tersebut sudah terealisasi. Selain itu, Perseroan mengeluarkan program kepemilikan lainnya yaitu *Management Employee Stock Option Plan* (MESOP) sebanyak-banyaknya 1,65% dari total modal yang ditempatkan dan disetor penuh setelah IPO, dan program ini berhasil direalisasikan pada tahun 2017.

The Company has determined the criteria for employees eligible to participate in the MESOP program, namely:

1. Board of Commissioners except Independent Commissioners;
2. Board of Directors;
3. Permanent employees registered in the Company's data as of March 31, 2013 on the issuance of option rights and have a minimum of work period of 1 year as of March 31, 2013.

The term of the ESA Program is 1 (one) year and currently the program has been realized. In addition, the Company issued another ownership program, namely the Management Employee Stock Option Plan (MESOP) as much as 1.65% of the total issued and fully paid capital after the IPO, and this program was successfully realized in 2017.

Periode Pelaksanaan Program MESOP

MESOP Program Implementation Period

Program MESOP MESOP Program	2017	2018	2019
Tahap I Phase I			
Window Exercise I	2 Mei 2017-15 Juni 2017 2 May 2017-15 June 2017	2 Mei 2018 - 26 Juni 2018 2 May 2018 - 26 June 2018	
Window Exercise II	2 Oktober 2017 - 10 November 2017 2 October 2017 - 10 November 2017	Hak Opsi Tahap I Telah Berakhir 26 Juni 2018 Option Rights of Phase I Has Expired 26 June 2018	
Tahap II Phase II			
Window Exercise I	2 Mei 2017-15 Juni 2017 2 May 2017-15 June 2017	2 Mei 2018-26 Juni 2018 2 May 2018-26 June 2018	2 Mei 2019-20 Juni 2019 2 May 2019-20 June 2019
Window Exercise II	2 Oktober 2017 - 10 November 2017 2 October 2017 - 10 November 2017	1 Oktober 2018 - 9 November 2018 1 October 2018 - 9 November 2018	Hak Opsi Tahap II Telah Berakhir 20 Juni 2019 Option Rights of Phase II Has Expired 20 June 2019
Harga Pelaksanaan (90% x Harga Rata-rata 25 hari penutupan perdagangan saham) Exercise Price (90% x Average Price of 25 closing days of stock trading)	Rp2.550 per saham (Hitungan periode 2 Maret 2017 s/d 6 April 2017) Rp2,550 per share (Calculation for the period 2 March 2017 to 6 April 2017)	Rp3.090 per saham (Hitungan periode 7 Maret 2018 s/d 11 April 2018) Rp3,090 per share (Calculation for the period 7 March 2018 to 11 April 2018)	Rp1.160 per saham (Hitungan periode 14 Maret 2019 s/d 22 April 2019) Rp1,160 per share (Calculation for the period 14 March 2019 to 22 April 2019)

Penetapan Harga MESOP

Penetapan harga pelaksanaan mengacu pada Butir V.2 peraturan Pencatatan PT Bursa Efek Indonesia No. I-A Lampiran Keputusan Direksi PT Bursa Efek Indonesia No. 305/BEJ/07-2004 tanggal 19 Juli 2004 yakni sekurang-kurangnya 90% dari harga rata-rata penutupan perdagangan saham Perseroan di Bursa Efek Indonesia selama 25 (dua puluh lima) hari bursa sebelum tanggal pemberitahuan rencana pembukaan periode pelaksanaan kepada Bursa Efek Indonesia.

MESOP Pricing

The exercise price refers to Point V.2 of the Indonesian Stock Exchange Listing Regulation No. I-A, Attachment to the Decree of the Board of Directors of PT Bursa Efek Indonesia No. 305/BEJ/07-2004 dated 19 July 2004, which states that at least 90% of the average closing price for trading of the Company's shares on the Indonesia Stock Exchange for 25 (twenty five) stock exchange days prior to the notification of the planned opening of the implementation period to Indonesia stock exchange.

Program Kepemilikan Saham Karyawan dan/atau Manajemen (ESOP/MSOP)

Employee and/or Management Stock Option Program (ESOP/MSOP)

Pelaksanaan Program MESOP Tahun 2017-2019

MESOP Program 2017-2019

Program MESOP MESOP program	Alokasi Allocation	2017	2018	2019	Eksekusi Execution	Sisa Hak Opsi Remaining Option Rights
Tahap I Phase I	64.928.160	40.353.021	1.144.523	-	41.497.544	23.430.616
Window Exercise I		33.659.378	1.144.523	-		
Window Exercise II		6.693.643	-	-		
Tahap II Phase II	97.392.240	46.765.762	6.592.530	-	53.358.292	44.033.948
Window Exercise I		29.475.557	6.592.530	-		
Window Exercise II		17.290.205	-	-		
Total	162.320.400	87.118.783	7.737.053	-	94.855.836	67.464.564

Pada periode pelaksanaan (*window exercise*) dari tahun 2017-2019 terserap sebanyak 94.855.836 lembar saham, dan sisa MESOP hingga akhir periode pelaksanaan pada tahun 2019 tidak terserap sebanyak 67.464.564 lembar saham. Sehingga jumlah saham beredar Perseroan pada akhir tahun buku 2021 sebanyak 9.932.534.336 lembar saham yang terdiri dari Pemerintah Republik Indonesia sebesar 7.500.000.000 lembar saham dan masyarakat 2.432.534.336 lembar saham.

During the exercise window in 2017-2019, 94,855,836 shares were absorbed, and the remaining MESOP which until the end of the implementation period in 2019 was not absorbed was 67,464,564 shares. So that the total outstanding shares of the Company at the end of the 2020 financial year amounted to 9,932,534,336 shares consisting of the Government of the Republic of Indonesia of 7,500,000,000 shares and the public of 2,432,534,336 shares.

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of The Use of Proceeds from Public Offering

Sebagai upaya mendukung pendanaan proyek Baturaja II, pada tahun 2013 Perseroan melakukan penawaran umum saham perdana. Jumlah dana yang diterima dari hasil penawaran umum tersebut sebesar Rp1,268 triliun.

As an effort to support the financing for Baturaja II project, in 2013 the Company performed initial public offering. The amount proceeds from the public offering totaled Rp1.268 trillion.

Pada tahun 2018, Perseroan telah menggunakan seluruh dana hasil penawaran umum perdananya dan telah digunakan sesuai rencana penggunaan dana yang diungkapkan dalam prospektus dan RUPSLB serta telah dilaporkan kepada OJK dan BEI melalui surat Nomor: UM.05.09/1389A/2018 tanggal 6 April 2018 mengenai Laporan Penggunaan Dana Hasil Penawaran umum.

In 2018, the Company used the full amount of proceeds from the initial public offering in accordance with plans as stated in the prospectus and EGMS and reported to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (BEI) through Letter No. UM.05.09/1389A/2018 dated 6 April 2018 regarding the Report on the Realization of the Use of Public Offering Proceeds.



Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi/Berelasi

Material Transactions that Contain Conflict of Interest and/or Transactions with Affiliated/Related Parties

Transaksi dengan Pihak Afiliasi

Selama tahun 2021 perseroan tidak melakukan transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak berafiliasi.

Transactions with Affiliated Parties

During the year 2021, the Company did not conduct material transaction containing conflict of interest and/or transactions with affiliated parties

Transaksi dengan Pihak-pihak Berelasi

Perseroan dan entitas anak mempunyai transaksi dengan pihak-pihak berelasi. Definisi pihak-pihak berelasi yang dipakai adalah sesuai dengan yang diatur dalam PSAK No. 7 (revisi 2010) "Pengungkapan Pihak-Pihak Berelasi" dan PSAK No.67 (revisi 2013) "Pengungkapan Kepentingan dalam Entitas Lain". Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan.

Transactions with Related Parties

The Company and subsidiaries have transactions with related parties. Definition of related parties used is in accordance with the provisions regulated in PSAK No7 (2010 revision) on "Disclosure of Related Parties" and PSAK No. 67 (2013 revision) on "Disclosure of Interests in Other Entities". All material transactions and balance with related parties are disclosed in the notes of the financial statements

Nama Pihak dan Sifat Hubungan Berelasi

Perseroan memiliki transaksi usaha yang signifikan dengan pihak-pihak berelasi. Pihak-pihak berelasi dan sifat hubungannya dengan Perseroan diuraikan sebagai berikut:

Name of Parties and Nature of Relationship

The Company retains significant business transactions with related parties. Related parties and their nature of relationships are as follows:

Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi/Berelasi

Material Transactions that Contain Conflict of Interest and/or Transactions with Affiliated/Related Parties

Tabel Realisasi Transaksi

Table Transaction Realization

Sifat Hubungan Nature of Relation	Pihak yang berelasi Related Party	Objek/Jenis Transaksi Object/Type of Transaction
Pemegang saham yang sama Common Shareholders	PT Amarta Karya (Persero)	Utang Usaha Trade Payable
	PT Aneka Tambang (Persero) Tbk	Pembelian Barang Umum Purchase of General Goods
	PT Asuransi Jasa Indonesia (Persero)	Jasa Asuransi dan Utang Usaha Insurance Service and Trade Payable
	PT Asuransi Jiwasraya (Persero)	Jasa Asuransi Insurance Service
	PT Banda Ghara Rekso (Persero)	Pembelian Jasa Angkutan (Gudang) dan utang usaha Purchase of Freight (Warehouse) and Trade Payable
	PT Bank Mandiri (Persero) Tbk	Penempatan Dana dan Penerimaan Pinjaman Placement of Fund and Loan Facility
	PT Bank Negara Indonesia (Persero) Tbk	Penempatan Dana dan Penerimaan Pinjaman Placement of Fund and Loan Facility
	PT Bank Pembangunan Daerah Banten Tbk	Penempatan Dana dan Penerimaan Pinjaman Placement of Fund and Loan Facility
	PT Bank Pembangunan Daerah Jabar Tbk	Penempatan Dana dan Penerimaan Pinjaman Placement of Fund and Loan Facility
	PT Bank Pembangunan Daerah Sumsel Babel	Penempatan Dana dan Penerimaan Pinjaman Placement of Fund and Loan Facility
	PT Bank Rakyat Indonesia (Persero) Tbk	Penempatan Dana dan Penerimaan Pinjaman Placement of Fund and Loan Facility
	PT Garuda Indonesia (Persero)	Pembelian Jasa Angkutan Purchase of Freight
	PT Kereta Api Indonesia (Persero)	Pembelian Jasa Angkutan, Utang Usaha dan Sewa Tanah Railway Service and Trade Payable and Land Rent
	PT Pertamina (Persero)	Pembelian Bahan Baku dan Utang Usaha Purchase of Raw Material and Trade Payable
	PT Perusahaan Listrik Negara (Persero)	Pembelian Energi Listrik Purchase of Electricity
	PT Semen Indonesia (Persero) Tbk	Utang Usaha Trade Payable
	PT Sucofindo (Persero)	Pembelian Jasa Survey dan Utang Usaha Purchase of Survey and Trade Payable
	PT Surveyor Indonesia (Persero)	Pembelian Jasa Survey dan Utang Usaha Purchase of Survey and Trade Payable
	PT Telekomunikasi Indonesia (Persero)	Pembelian Jasa Komunikasi dan Utang Usaha Purchase of Communication and Trade Payable
	PT Wijaya Karya Beton	Penjualan, Piutang Usaha, dan Utang Usaha Sales, Trade Receivable, and Trade Payable



Sifat Hubungan Nature of Relation	Pihak yang berelasi Related Party	Objek/Jenis Transaksi Object/Type of Transaction
Perusahaan di bawah entitas pengendali Companies under the controlling entity	PT Bukit Asam Tbk	Pembelian Bahan Bakar dan Utang Usaha Purchase of Fuel and Trade Payable
	PT Kereta Api Logistik	Pembelian Jasa Angkutan dan Utang Usaha Purchase of Freight and Trade Payable
	PT Petrokimia Gresik	Pembelian Bahan Baku dan Utang Usaha Purchase of Raw Material and Trade Payable
	PT Pos Logistik	Pembelian Jasa Angkutan dan Utang Usaha Purchase of Freight and Trade Payable
	PT Priamanaya Energi	Pengelolaan Limbah Waste Management
	PT United Tractors Semen Gresik	Pembelian Jasa Peledakan Mining Blasting Services
	PT Varia Usaha Beton	Penjualan Semen dan Piutang Usaha Sales of Cement and Trade Receivable
	DPLK BNI	Pembelian Jasa Asuransi Purchase of Insurance
	PT Amarta Karya (Persero)	Pembelian jasa konstruksi Purchase of construction
	PT Aneka Tambang Tbk	Pembelian bahan baku Purchase of raw material
	PT Asuransi Jasa Indonesia (Persero)	Pembelian jasa asuransi Purchase of Insurance
	PT Asuransi Jiwa Bringin Jiwa Sejahtera	Pembelian jasa asuransi Purchase of Insurance
	PT Asuransi Jiwasraya (Persero)	Pembelian jasa asuransi Purchase of Insurance
	PT Banda Ghara Reksa (Persero)	Pembelian jasa angkutan, Manajemen Logistik Purchase of freight, Logistics Management
	PT Bank Mandiri (Persero) Tbk	Penerimaan pinjaman, Penempatan dana Loan facility, Placement of fund
	PT Bank Negara Indonesia (Persero) Tbk	Penempatan dana, Penerimaan pinjaman Placement of fund, Loan facility
	PT Bank Rakyat Indonesia (Persero) Tbk	Penempatan dana Placement of fund
	PT Bukit Asam Tbk	Pembelian bahan bakar Purchase of fuel
	PT Dahana (Persero)	Pembelian bahan baku Purchase of raw material
	PT Garuda Indonesia (Persero)	Pembelian jasa angkutan Purchase of freight
	PT Kebomas Mitra Abadi	Pembelian bahan baku Purchase of raw material
	PT Kereta Api Indonesia (Persero)	Pembelian jasa angkutan, Sewa Tanah Railway service, Land Rent
	PT Kereta Api Logistik	Pembelian jasa angkutan Purchase of freight
	PT Pasoka Sumber Karya	Pembelian jasa angkutan Purchase of freight
	PT Pelabuhan Tanjung Priok	Pembelian jasa angkutan Purchase of freight
	PT Pertamina (Persero)	Pembelian bahan bakar Purchase of coal
	PT Pertamina Patra Niaga	Pembelian bahan bakar Purchase of coal
	PT Perusahaan Listrik Negara (Persero)	Pembelian energi listrik Purchase of electricity
	PT Perusahaan Perdagangan Indonesia (Persero)	Penjualan semen Sales of cement
	PT Petrokimia Gresik	Pembelian bahan baku Purchase of raw material
	PT Pos Logistik	Pembelian jasa angkutan Purchase of freight
	PT Priamanaya Energi	Pengelolaan limbah Waste management
	PT Semen Indonesia Distributor	Pembelian bahan baku Purchase of clinker
	PT Semen Tonasa	Pembelian bahan baku Purchase of raw material
	PT Sucofindo (Persero)	Pembelian jasa Surveyor Purchase of Surveyor
	PT Surveyor Indonesia (Persero)	Pembelian jasa Surveyor Purchase of Surveyor
	PT Telekomunikasi Indonesia (Persero)	Pembelian jasa komunikasi Purchase of communication
	PT United Tractors Semen Gresik	Pembelian jasa Peledakan Mining Blasting Service
	PT Varia Usaha Beton	Penjualan semen Sales of cement
	PT Wijaya Karya Beton	Pembelian jasa Purchase of service
	DPLK BNI	Pembelian jasa asuransi Purchase of Insurance
	Sinergi Informatika Semen	Pembelian jasa IT Purchase of IT service
	PT Indonesia Comnets Plus	Pembelian jasa IT Purchase of IT service
	PT Sigma Cipta Caraka	Pembelian jasa IT Purchase of IT service
	Telemedia Dinamika Sarana	Pembelian jasa IT Purchase of IT service
	PT Bukit Pembangkit Innovative	Pengelolaan limbah Waste management
	PT Pupuk Sriwidjaya Palembang	Pengelolaan limbah Waste management

Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi/Berelasi

Material Transactions that Contain Conflict of Interest and/or Transactions with Affiliated/Related Parties

Alasan Transaksi Pihak Berelasi

Selama tahun 2021, Perseroan tidak melakukan transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi. Tujuan ikatan dilakukan atas dasar alasan kebutuhan Perseroan dan bebas dari konflik kepentingan.

Realisasi Transaksi pada Periode Tahun Buku Terakhir

Dalam kegiatan usahanya, Perseroan melakukan transaksi dengan pihak-pihak berelasi yang dilakukan dengan syarat-syarat dan kondisi normal. Transaksi ini termasuk pembayaran oleh Perseroan atas beban-beban pihak-pihak berelasi atau sebaliknya.

Saldo transaksi dengan pihak berelasi pada tanggal 31 Desember 2021 dan 31 Desember 2020 adalah sebagai berikut:

Reason for Related Party Transactions

Throughout 2021, the Company did not conduct material transactions that contain conflicts of interest and/or transactions with affiliated parties. The purpose of the bond is carried out on the basis of reasons for the needs of the Company and is free from conflicts of interest.

Realization of Transactions during the Period of the Last Fiscal Year

In its business activities, the Company performed transactions with related parties based on requirements and under normal condition. Such transactions include payments by the Company for related party expenses or vice-versa.

Balance of transactions with related parties as of 31 December 2021 and 31 December 2020 are as follows:

Uraian Description	31 Desember 2021 31 December 2021	31 Desember 2020 31 December 2020	Persentase dari Total Percentage of Total	
			31 Desember 2021 31 December 2021	31 Desember 2020 31 December 2020
Persentase atas aset Percentage to Assets				
Kas dan setara kas Cash and cash equivalents	406.679.437	310.169.668	6,97%	5,41%
Piutang usaha Accounts Receivable	7.968.945	9.321.006	0,14%	0,16%
Aset tidak lancar lainnya Other Non-current Assets	22.960.034	20.408.397	0,39%	0,00%
Biaya dibayar dimuka Prepaid Expenses	1.839.712	2.632.166	0,03%	0,05%
Uang Jaminan Guarantee	17.861.760	17.752.500	0,31%	0,31%
Persentase atas Liabilitas Percentage to Liabilities				
Utang usaha Accounts Payable	90.401.309	64.214.407	3,82%	1,12%
Liabilitas jangka pendek lainnya Others Short-term Liability	91.024	59.400	0,00%	0,00%
Beban Aktual Actual Expenses	34.471.218	31.660.120	1,45%	0,55%
Persentase atas Penjualan Percentage to total sales				
Penjualan Sale	30.791.632	19.623.920	0,53%	0,34%
Pendapatan jasa pengelolaan limbah Income from Waste Management	2.466.417	7.588.892	24,06%	25,35
Jasa Services	10.585.412	73.261.621	1,41%	7,31%
Pembelian bahan baku Purchase of raw materials	139.646.976	51.701.461	18,58%	5,16%
Biaya angkutan material Transportation Expenses Materials	137.046.075	115.617.381	18,23%	11,54%
Pembelian logam mulia Purchase of Fine Gold	--	1.158.046	--	0,12%
Pembelian Listrik Purchase of Electricity	180.955.509	190.978.858	24,08%	19,06%



Kewajaran dan Mekanisme Review atas Transaksi

Seluruh transaksi yang dilakukan pada tahun 2021 dilakukan secara wajar (*arm's length*) dan sesuai dengan persyaratan komersial normal. Kewajaran transaksi dengan pihak terkait atau mengandung benturan kepentingan telah dilakukan secara wajar sesuai peraturan perundang-undangan. Perseroan melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 7 (Revisi 2010), "Pengungkapan Pihak-pihak Berelasi". Seluruh transaksi dan saldo yang signifikan dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian yang terkait

Pemenuhan Peraturan dan Ketentuan

Selama tahun 2021 tidak terdapat pelanggaran atas peraturan perundang-undangan terkait dengan transaksi dengan pihak berelasi serta tidak terdapat transaksi yang mengandung benturan kepentingan.

Pernyataan Direksi bahwa Transaksi telah Memenuhi Prosedur Memadai dan Sesuai Praktik Bisnis yang Berlaku Umum

Seluruh transaksi yang dilakukan pada tahun 2021 dilakukan secara wajar (*'arms length*) dan sesuai dengan persyaratan komersial normal.

Peran Dewan Komisaris dan Komite Audit untuk Memastikan Transaksi Dilakukan sesuai Praktik Bisnis yang Berlaku Umum

Secara umum persyaratan dan kondisi transaksi dengan pihak berelasi dilakukan sebagaimana dengan pihak ketiga yang direviu oleh Komite Audit serta wajib mendapatkan persetujuan dari Dewan Komisaris. Kewajaran transaksi dengan pihak terkait atau mengandung benturan kepentingan telah dilakukan secara wajar sesuai dengan peraturan perundang-undangan.

Rujukan dalam Laporan Keuangan Tahunan

Selama tahun 2021, Perseroan tidak melakukan transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi sehingga informasi mengenai hal ini tidak dapat disampaikan.

Fairness and Review Mechanism for Transaction

All transactions in 2021 are carried out fairly (at arm's length) and in accordance with normal commercial requirements. The fairness of the transactions with related parties or containing conflict of interest exerted fairly according to the laws and regulations. The Company conducts transactions with related parties as defined in PSAK 7 (revised in 2010), "Disclosure of Related Parties". All significant transactions and balance with related parties are disclosed in the related notes of the consolidated financial statements.

Compliance with Regulations and Provisions

During 2021 there were no violations of laws and regulations related to transactions with related parties and there were no transactions containing conflicts of interest.

Statement of the Board of Directors that the Transaction has complied with Adequate Procedures and is in Accordance with Generally Accepted Business Practices

All transactions conducted in 2021 were conducted fairly (at 'arms length) and in accordance with normal commercial terms.

The Role of The Board of Commissioners and The Audit Committee in Ensuring that Transactions are Carried Out in Accordance with Generally Accepted Business Practices

In general, the terms and conditions of transactions with related parties are carried out as with third parties which is reviewed by the Audit Committee and must obtain approval from the Board of Commissioners. The fairness of transactions with related parties or containing conflicts of interest has been carried out fairly in accordance with the laws and regulations.

Reference in Annual Financial Report

During 2021, the Company did not conduct material transactions containing conflicts of interest and/or transactions with affiliated parties so that information regarding this matter could not be conveyed.

Perubahan Peraturan Perundang-Undangan yang Berpengaruh terhadap Perusahaan

Change in Regulations Affecting The Company

Perseroan berkomitmen tinggi untuk patuh terhadap peraturan perundang-undangan sehingga senantiasa memperhatikan perubahan perundang-undangan untuk diimplementasikan ke dalam kegiatan usahanya. Adapun perubahan peraturan perundang-undangan yang berpengaruh terhadap Perseroan pada tahun buku 2021 adalah sebagai berikut.

The Company is highly committed to comply with laws and regulations so that it always pays attention to changes in legislation to be implemented in its business activities. The changes to laws and regulations that affect the Company in the 2021 financial year are as follows.

Tabel Perubahan Peraturan Perundang-undangan

Table: Changes in Regulations

No.	Peraturan Perundang-undangan Law	Pokok Perubahan Key Change	Dampak Bagi Perusahaan Impact to Company	Upaya Mitigasi Mitigation Effort
1	Peraturan Pemerintah Pengganti Undang-Undang Nomor 1 Tahun 2020 tentang Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan untuk Penanganan Pandemi Covid-19 dan/atau Dalam Rangka Menghadapi Ancaman yang Membahayakan Perekonomian Nasional dan/atau Stabilitas Sistem Keuangan Government Regulation in Lieu of Law Number 1 of 2020 concerning State Financial Policy and Financial System Stability for Handling the Covid-19 Pandemic and/or Facing Threats That Endanger the National Economy and/or Financial System Stability	Penyesuaian tarif Pajak Penghasilan Wajib Pajak badan. - Tarif lama: 25% - Tarif baru: 22% (untuk Tahun Pajak 2020 dan Tahun Pajak 2021) Adjustment of Corporate Taxpayer Income Tax rate. - Previous rate: 25% - Current rate: 22% (for Fiscal Year 2020 and Fiscal Year 2021)	Mendapatkan pengurangan tarif PPh. Get a reduced income tax.	-
2	Undang-Undang Nomor 11 Tahun 2020 tentang Cipta Kerja Law Number 11 of 2020 concerning Job Creation	Penghapusan PPh atas Dividen dari dalam negeri. Elimination of Income Tax (PPh) on Dividends from Domestic.	SMBR tidak lagi menyeter dan melaporkan PPh atas Dividen yang diterima oleh WP Orang pribadi yang diinvestasikan kembali di NKRI dan WP Badan dalam Negeri SMBR is no longer paying and reporting income tax on dividends received by individual taxpayers who are reinvested in the Republic of Indonesia and domestic corporate taxpayers	-
		Sanksi administrasi mengacu kepada suku bunga acuan yang ditetapkan oleh Menteri Keuangan Administrative sanctions refer to the reference interest rate set by the Minister of Finance	Besaran sanksi administrasi berupa bunga per bulan mengacu kepada suku bunga acuan yang ditetapkan oleh Menteri Keuangan dan yang berlaku pada tanggal dimulainya penghitungan sanksi dibagi 12, ditambah uplift factor sesuai tingkat kesalahan Wajib Pajak. (*maksimal 24 bulan) The amount of administrative sanctions in the form of interest per month refers to the reference interest rate determined by the Minister of Finance and which applies on the start date of calculating the sanctions divided by 12, plus the uplift factor according to the level of error of the Taxpayer. (*maximum 24 months)	Melakukan penyetoran dan pelaporan Pajak sebelum jatuh tempo Paying and reporting Taxes before due date



Perubahan Kebijakan Akuntansi

Changes in Accounting Policy

Berikut amendemen dan penyesuaian atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2021, dengan penerapan dini diperkenankan yaitu:

- PSAK 22 (Amendemen 2019): Kombinasi Bisnis tentang Definisi Bisnis
- Amendemen PSAK 71, Amendemen PSAK 55, Amendemen PSAK 60, Amendemen PSAK 62 dan Amendemen PSAK 73 tentang Reformasi Acuan Suku Bunga – Tahap 2;
- PSAK 110 (Penyesuaian 2020): Akuntansi Sukuk;
- PSAK 111 (Penyesuaian 2020): Akuntansi Wa'd;
- PSAK 112: Akuntansi Wakaf;
- PSAK 1 (Penyesuaian Tahunan 2021): Penyajian Laporan Keuangan;
- PSAK 13 (Penyesuaian Tahunan 2021): Properti Investasi;
- PSAK 48 (Penyesuaian Tahunan 2021): Penurunan Nilai Aset;
- PSAK 66 (Penyesuaian Tahunan 2021): Pengaturan Bersama; dan
- ISAK 16 (Penyesuaian Tahunan 2021): Perjanjian Konsesi Jasa

Implementasi standar-standar tersebut tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

The following are amendments and adjustments to the standards that are effective for the period starting on or after January 1, 2021, with early application allowed that is :

- PSAK 22 (Amendment 2019): Business Combination on Definition of Business
- Amendment to PSAK 71, Amendment to PSAK 55, Amendment to PSAK 60, Amendment to PSAK 62 and Amendment to PSAK 73 concerning Reform of Interest Rate Reference – Phase 2;
- PSAK 110 (Adjustment 2020): Accounting for Sukuk;
- PSAK 111 (Adjustment 2020): Accounting for Wa'd;
- PSAK 112: Accounting for Waqf;
- PSAK 1 (Annual Adjustment 2021): Presentation of Financial Statements;
- PSAK 13 (Annual Adjustment 2021): Investment Properties;
- PSAK 48 (Annual Adjustment 2021): Impairment of Asset Value;
- PSAK 66 (Annual Adjustment 2021): Joint Arrangements; and
- ISAK 16 (Annual Adjustment 2021): Service Concession Agreement

The implementation of these standards does not have a significant impact on the amounts reported in the current period or the previous year.

Informasi Material Terkait dengan Investasi, Ekspansi, Divestasi, Akuisisi dan Restrukturisasi

Material Information Related to Investment, Expansion,
Divestment, Acquisition and Restructurization

Investasi

Pada tahun 2021, Perseroan tidak melakukan investasi sehingga informasi mengenai hal ini tidak dapat disajikan pada laporan ini.

Ekspansi

Hingga berakhirnya tahun buku 2021, tidak ada ekspansi yang direalisasikan oleh Perseroan sehingga informasi mengenai hal ini tidak dapat disajikan pada laporan ini.

Divestasi

Sepanjang tahun 2021, Perseroan tidak melakukan divestasi sehingga informasi mengenai hal ini tidak dapat disajikan pada laporan ini.

Akuisisi

Semen Baturaja tidak melakukan akuisisi pada tahun 2021 sehingga informasi tentang hal ini tidak dapat disajikan pada laporan ini.

Restrukturisasi

Pada tahun 2021, Perseroan tidak melakukan restrukturisasi. Dengan demikian informasi mengenai hal ini tidak dapat disajikan pada laporan ini.

Investment

In 2021, the Company did not make any investment hence no information regarding such matter is presented in this report.

Expansion

Until the end of the 2021 financial year, the Company did not expand its business hence no information regarding such matter is presented in this report.

Divestment

Throughout 2021, the Company did not make any divestment hence no information regarding such matter is presented in this report.

Acquisition

Semen Baturaja did not make any acquisitions in 2021 hence no information regarding such matter is presented in this report.

Restructurization

In 2021, the Company did not carry out any restructuring hence no information regarding such matter is presented in this report.



Informasi Kelangsungan Usaha

Information on Business Continuity

Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perusahaan

Kelangsungan usaha Perseroan dapat dipengaruhi oleh kondisi eksternal dan kondisi internal Perseroan. Tidak semua variabel dapat dikontrol, walaupun dapat dimitigasi. Rincian faktor-faktor yang berpengaruh terhadap kelangsungan usaha Semen Baturaja diuraikan sebagai berikut:

Kondisi eksternal yang berpengaruh terhadap kelangsungan usaha Perseroan, antara lain:

1. Momentum pemulihan ekonomi pada tahun 2021 pasca Covid-19 yang antara lain didukung oleh berbagai langkah penanganan kasus pandemi Covid-19, peningkatan kesehatan masyarakat melalui vaksinasi serta penguatan reformasi struktural diharapkan akan berdampak pada meningkatnya *demand* semen di tahun 2021.
2. Isu *oversupply* kapasitas terpasang industri semen yang masih terjadi di tahun 2021 akan terus berlanjut hingga tahun 2030 dengan asumsi tidak ada pembangunan pabrik baru menyebabkan utilisasi pabrik Perseroan belum optimal.
3. Terbitnya Peraturan Pemerintah Nomor 22 tahun 2021 pada tanggal 2 Februari 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup yang mengeluarkan limbah *Fly Ash & Bottom Ash* (FABA) sebagai limbah B3 sehingga mempengaruhi rencana pendapatan atas kompensasi limbah B3 pada tahun 2021.
4. Harga batu bara sepanjang tahun 2021 yang mengalami kenaikan mengikuti Harga Batubara Acuan berdampak signifikan pada kenaikan harga produksi. Selain itu, harga solar industri turut mengalami kenaikan yang cukup tinggi.

Kondisi internal juga memiliki kontribusi dalam kelangsungan usaha Perusahaan, antara lain mencakup:

1. Keterbatasan cadangan batu kapur *existing*.
2. Kesiapan operasi tambang Pelawi yang menunggu pembebasan lahan yang belum mencapai 100%.
3. Kinerja SMBR tahun 2021 yang jauh meningkat dibandingkan kinerja tahun 2020 sebagai hasil positif dari program efisiensi dan peningkatan volume penjualan.
4. Pernyataan Standar Akuntansi Keuangan (PSAK 71) yang akan meningkatkan pembebanan keuangan Perusahaan.

Issues with Potential Significant Impact on the Company's Business Continuity

The Company's business continuity can be influenced by external conditions and internal conditions of the Company. Not all variables can be controlled, although they can be mitigated. The details of the factors that influence the business continuity of Semen Baturaja are described as follows:

External conditions that affect the Company's business continuity, among others:

1. The momentum of economic recovery in 2021 post-Covid-19, which is supported, among others, by various measures for handling cases of the Covid-19 pandemic, improving public health through vaccination and strengthening structural reforms, are expected to have an impact on increasing cement demand in 2021.
2. The issue regarding oversupply of cement industry installed capacity still occurred in 2021 and will continue so until 2030, assuming that there will be no new factory construction that may cause the Company's plant utilization to be less optimal.
3. Following the issuance of Government Regulation Number 22 of 2021 on February 2, 2021 concerning the Implementation of Environmental Protection and Management, Fly Ash & Bottom Ash (FABA) waste are no longer considered as hazardous waste, thus affecting the income plan for hazardous waste compensation in 2021.
4. The increase in Coal prices throughout 2021, following the Reference Coal Price, have a significant impact on the increase in production prices. In addition, the price of industrial diesel also experienced a fairly high increase.

Internal conditions also contribute to the Company's business continuity, including:

1. Limited amount of existing limestone reserves.
2. Readiness of the Pelawi mining operation awaiting land acquisition which has not yet reached 100%.
3. The performance of SMBR in 2021 that is much improved compared to the performance in 2020 is a positive result of the efficiency program and increased in sales volume.
4. Statement of Financial Accounting Standards (PSAK 71) which will increase the Company's financial expenses.

Informasi Kelangsungan Usaha

Information on Business Continuity

5. Terdapat kendala pada fasilitas penunjang distribusi Perusahaan yang belum optimal.
6. Pencairan *tranche* II Kredit Investasi yang terbukti memperbaiki kas Perusahaan.

Asumsi yang digunakan dalam melakukan Assessment

Beberapa faktor yang menjadi pertimbangan manajemen dalam melakukan asesmen terhadap kelangsungan usaha adalah sebagai berikut:

1. Kinerja operasional dan keuangan.
2. Isu terkini terkait industri semen, terkait perubahan peraturan/kebijakan pemerintah, harga bahan baku dan lain-lain.
3. Arahan Pemegang Saham dan Dewan Komisaris.

Pada tahun 2021, Perseroan meneruskan keberhasilan program efisiensi SMBRGO45, yaitu pada utilisasi 45% Semen Baturaja mampu mencapai *Break Even Point* (BEP) yang telah diterapkan pada akhir tahun 2020. Perseroan juga tetap melaksanakan program strategis “Inisiatif Tiga Gajah” pada tahun 2021. Kedua program ini menjadi strategi utama yang dijalankan untuk mencapai target dan sasaran Perseroan, karena memungkinkan Perseroan menekan biaya dan meningkatkan margin, yang dijabarkan dalam inisiatif strategis sebagai berikut:

1. *Cost Leadership Initiative*, melakukan efisiensi biaya melalui perbaikan proses produksi berupa:
 - a. Mengoptimalkan pendapatan dan mengefisienkan biaya
 - b. Melaksanakan proyek pengembangan kapasitas produksi
 - c. Peningkatan efisiensi sumber daya energi
2. *Business Process Streamlining*, melakukan perbaikan proses bisnis, strategi dan sistem untuk percepatan pengambilan keputusan berupa:
 - a. Meningkatkan kompetensi Sumber Daya Manusia (SDM)
 - b. Implementasi *Enterprise Resource Planning* (ERP) SAP sesuai kebutuhan pengembangan bisnis Perusahaan
3. *Market Expansion*, peningkatan penjualan dan *market share* melalui perbaikan sistem distribusi dan perluasan area pasar berupa:
 - a. Meningkatkan produksi dan penjualan semen
 - b. Mengembangkan fasilitas distribusi secara bertahap
 - c. Mengembangkan bisnis hulu dan hilir
 - d. Digitalisasi *marketing channel*

5. There are obstacles in the Company's distribution support facilities that are not yet optimal.
6. Disbursement of *tranche* II of Investment Credit which is proven to improve the Company's cash.

Assumptions Used in Assessment

Several factors that are taken into consideration by the management in conducting assessment of business continuity are as follows:

1. Operational and financial performance.
2. Recent issues related to the cement industry, related to changes in government regulations/policies, raw material prices and others.
3. Instructions from the Shareholders and the Board of Commissioners.

In 2021, the Company continued the success of the SMBRGO45 efficiency program, namely at 45% utilization, Semen Baturaja was able to reach the Break Even Point (BEP) which has been implemented at the end of 2020. The Company also continues to implement the strategic program “Inisiatif Tiga Gajah” in 2021. These two programs are the main strategies to be implemented to achieve the Company's targets and objectives, as they enable the Company to reduce costs and increase margins, which are described in the following strategic initiatives:

1. *Cost Leadership Initiative*, carrying out cost efficiency by improving the production process by:
 - a. Optimize revenue and improve cost efficiency
 - b. Carry out production capacity development projects
 - c. Improve efficiency of energy resources
2. *Business Process Streamlining*, improving business processes, strategies and systems to accelerate decision making in the form of:
 - a. Improving the competence of Human Resources (HR)
 - b. Implementation of SAP Enterprise Resource Planning (ERP) according to the Company's business development needs.
3. *Market Expansion*, increasing sales and market share through improving the distribution system and expanding the market area in the form of:
 - a. Increase cement production and sales
 - b. Gradually develop distribution facilities
 - c. Developing upstream and downstream businesses
 - d. Digitalization of marketing channels



Secara menyeluruh, inisiatif strategis Perseroan yang disesuaikan dengan kategori prioritas Kementerian BUMN untuk tahun 2021 adalah sebagai berikut:

1. Nilai Ekonomi dan Nilai Sosial untuk Indonesia
Meningkatkan nilai tambah ekonomi (*economic value added*) dan dampak sosial bagi masyarakat dan ekonomi Indonesia.

Inisiatif strategis:

- a. Meningkatkan volume penjualan dengan cara:
 - Mengupayakan kerjasama dengan BUMN Karya dalam hal pemenuhan suplai semen
 - *Pricing strategy*
 - Penetrasi ke wilayah pasar baru yang memberikan kontribusi margin
- b. Efisiensi biaya produksi
 - Penggunaan batubara kalori rendah
 - Penggunaan bahan ke-3, ke-4 dan seterusnya di *Cement Mill*
 - Efisiensi biaya listrik dan biaya pemeliharaan
 - Sentralisasi produksi semen di pabrik Baturaja
 - Pemanfaatan limbah B3
 - *Operational Excellence*
- c. Efisiensi Biaya Penjualan
 - Pemilihan moda dan jenis alat angkut yang paling efisien
- d. Pemasangan sistem *tracking* pada armada ekspedisi
- e. Menjaga likuiditas dan solvabilitas
- f. Menjaga kualitas piutang

2. Inovasi Model Bisnis
Restrukturisasi model bisnis melalui pembangunan ekosistem, kerjasama, pertimbangan kebutuhan *stakeholders* dan fokus pada *core business*.

Inisiatif strategis:

- a. Pengembangan *channel* pemasaran dengan memanfaatkan teknologi digital
- b. Sinergi dengan grup BUMN Karya
- c. Pengembangan produk hilir
- d. Implementasi proses produksi *white clay* dengan kondisi yang paling efisien

3. Kepemimpinan Teknologi
Memimpin secara global dalam teknologi strategis dan melembagakan kapabilitas digital.

Inisiatif strategis:

- a. Optimalisasi ERP SAP
- b. Implementasi proses produksi berbasis Industri 4.0

Overall, the Company's strategic initiatives adjusted to the priority categories of the Ministry of SOEs for 2021 are as follows:

1. Economic and Social Value for Indonesia
Increase economic value added and social impact for Indonesian society and economy.

Strategic initiatives:

- a. Increase sales volume by:
 - Seeking cooperation with BUMN Karya in terms cement supply
 - Pricing strategy
 - Penetration into new market areas that contribute margin
- b. Production cost efficiency
 - Using low calorie coal
 - Using the 3rd, 4th and so on materials in Cement Mill
 - Efficiency of electricity costs and maintenance costs
 - Centralization of cement production at the Baturaja factory
 - Utilization of hazardous waste
 - Operational Excellence
- c. Sales Expense Efficiency
 - Selecting the most efficient mode and means of transportation
- d. Installation of a tracking system on the expedition fleet
- e. Maintain liquidity and solvability
- f. Maintain the quality of accounts receivables

2. Business Model Innovation
Business model restructuring through ecosystem development, cooperation, consideration of stakeholder needs and focus on core business.

Strategic initiatives:

- a. Development of marketing channels by utilizing digital technology
- b. Synergy with the BUMN Karya group
- c. Downstream product development
- d. Implementation the most efficient white clay production process

3. Technology Leadership
Leading globally in strategic technology and institutionalizing digital capabilities:

Strategic initiatives:

- a. SAP ERP optimization
- b. Implementation of Industry 4.0 based production processes

Informasi Kelangsungan Usaha

Information on Business Continuity

4. Peningkatan Investasi

Mengoptimalkan nilai aset dan menciptakan ekosistem investasi yang sehat.

Inisiatif strategis:

- Pelaksanaan investasi sesuai skala prioritas
- Peningkatan skor GCG
- Penugasan anak usaha untuk mengembangkan bisnis ritel
- Implementasi penguatan manajemen risiko yang bertujuan untuk meminimalkan potensi ketidaktercapaian sasaran perusahaan yang telah ditetapkan pada RKAP & RJPP

5. Pengembangan Talenta

Mengedukasi dan melatih tenaga kerja, mengembangkan SDM berkualitas untuk Indonesia, profesionalisasi tata kelola dan sistem seleksi SDM.

Inisiatif strategis:

- Pengembangan talenta
- Melanjutkan transformasi organisasi
- Peningkatan produktivitas tenaga kerja (karyawan organik, kontrak dan *outsourcing*) melalui program penempatan personil secara optimal
- Penelitian bersama dan *sharing knowledge* internal *cluster infrastructure* dalam bentuk keterlibatan secara aktif di dalam Indonesia Infrastructure Research & Innovation Institute (I2RI) dan Indonesia Infrastructure Learning Institute (I2LI).

4. Energize in Investment

Optimizing asset value and creating a healthy investment ecosystem.

Strategic initiatives:

- Invest according to priority scale
- Improve GCG score
- Assign subsidiaries to develop retail business
- Strengthening risk management to minimize the risk of missing the Company targets set in the RKAP & RJPP

5. Talent Development

Educate and train the Company workforce, develop quality human resources for Indonesia, professionalize the governance and HR selection system.

Strategic initiatives:

- Talent development
- Continuing organizational transformation
- Increasing labor productivity (organic, contract and outsourcing employees) through optimal personnel placement programs
- Joint research and sharing knowledge in the internal infrastructure cluster through active involvement in the Indonesia Infrastructure Research & Innovation Institute (I2RI) and the Indonesia Infrastructure Learning Institute (I2LI).

Hasil Assessment terhadap Hal-hal yang Mempengaruhi Kinerja Perusahaan

Melihat kinerja Perseroan pada tahun 2021, manajemen Perseroan menilai bahwa Perseroan akan mampu melanjutkan kelangsungan usahanya dan berkeyakinan Perseroan memiliki sumber daya yang cukup untuk melanjutkan usahanya di masa mendatang. Selain bisnis penjualan semen, Perseroan dapat memanfaatkan peluang bisnis lain yang cukup potensial untuk dikembangkan dalam upaya untuk meningkatkan pendapatan Perseroan seperti peningkatan bisnis pengelolaan limbah. Pada tahun 2020, bisnis pengelolaan limbah memberi kontribusi yang besar terhadap pendapatan Perseroan.

Assessment Results on Issues that Influence the Company's Performance

Looking at the Company's performance in 2021, the management appraised that the Company is able to maintain its business continuity and assured that the Company has the sufficient resources to continue its business in the future. Aside from selling cement, the Company can also take advantage of other business opportunities that are fairly potential for development in the effort to increase Company's earnings such in increasing the waste management business. In 2020, waste management business provided an immense contribution on the Company's income.



Dampak Pada Perusahaan

Penerapan inisiatif strategis pada tahun 2021 telah memberikan dampak positif bagi Perseroan, dimana terlihat dari peningkatan pendapatan dan volume penjualan semen Perseroan masing-masing sebesar 2% dan 1% serta mampu mempertahankan posisi *market leader* di wilayah Sumatera Selatan sebesar 53%. Kinerja positif lainnya yang dicapai Perseroan adalah pertumbuhan EBITDA pada tahun 2021 naik sebesar 1% dari tahun 2020. Perseroan berhasil menurunkan harga produksi semen sehingga dapat bersaing di tengah kondisi *oversupply* dan pandemi COVID-19.

Meninjau kinerja Perseroan tahun 2021, manajemen optimis bahwa Perseroan akan mampu dan memiliki sumber daya yang cukup untuk melanjutkan usahanya di masa mendatang. Ke depannya, manajemen akan tetap memprioritaskan pengembangan pasar, peningkatan *market share*, efisiensi di bidang produksi, bidang penjualan, bidang administrasi & umum, penyempurnaan IT dan perbaikan di sisi operasi melalui inisiatif Industri 4.0 dan pengembangan SDM.

Hal ini meningkatkan sentimen positif terhadap percepatan pemulihan aktivitas ekonomi global ke depan. Pemulihan ekonomi global diproyeksikan akan terus berlangsung terutama didukung oleh stimulus di berbagai negara serta dilanjutkannya program vaksinasi. Kondisi ini diharapkan dapat menjadi momentum pemulihan pada akhir tahun 2021 untuk memasuki tahun 2022.

Penyesuaian yang Dilakukan/ Keputusan Perseroan

Perseroan dihadapkan pada risiko bisnis yang bersumber dari lingkungan eksternal maupun internal yang berkaitan dengan pengelolaan usahanya. Dalam rangka meminimalkan risiko yang berdampak pada pencapaian tujuan Perseroan, maka dilakukan pelaksanaan kegiatan manajemen risiko sebagai berikut:

1. *Monitoring* mitigasi risiko secara periodik/semester.
2. Menyusun dan mensosialisasikan *risk profile corporate* RKAP tahun 2021.
3. Pengukuran tingkat maturitas manajemen risiko yang dilakukan oleh konsultan.

Impact on the Company

The implementation of strategic initiatives in 2021 has had a positive impact on the Company, which can be seen from the increase in revenue and sales volume of cement by 2% and 1% respectively, as well as from the success of the Company in maintaining its position as a market leader in the Southern Sumatra region, with a market share of 53%. Another positive performance was EBITDA growth in 2021, which rose by 1% from 2020. The Company has also succeeded in lowering the price of cement production so that it can compete in the midst of oversupply conditions and the COVID-19 pandemic.

Reviewing the Company's 2021 performance, management is optimistic that the Company will be able and have sufficient resources to continue its business in the future. Going forward, management will continue to prioritize market development, increase in market share, efficiency in production, in sales, in administration & general affairs, refinement of IT and improvements in operations through Industry 4.0 initiatives and HR development.

This increased positive sentiment towards the recovery acceleration of global economic activity in the future. The global economic recovery is projected to continue, primarily supported by stimulus in various countries as well as the start of the vaccination programs. This condition is expected to be the momentum of recovery by the end of 2021 to enter 2022.

Adjustments/Decisions Taken by the Company

The Company faces business risks arising from external and internal environment related to its business management. In order to minimize risks that might be of impact on the achievement of its objectives, the Company carry out the following risk management activities:

1. Monitoring risk mitigation periodically/semesterly.
2. Preparing and disseminating corporate risk profile of the 2021 RKAP.
3. Measurement of risk management maturity carried out by consultants.

Informasi Kelangsungan Usaha

Information on Business Continuity

Kondisi *oversupply* dan pandemi Covid-19 yang terjadi pada tahun 2021, kenaikan harga acuan batu bara dan terbitnya Peraturan Pemerintah Nomor 22 tahun 2021 yang menggolongkan FABA menjadi limbah non B3, sehingga Perseroan mengambil beberapa penyesuaian langkah strategis pada tahun 2021 yakni:

1. Meningkatkan penjualan semen melalui *platform* digital melalui kerja sama dengan Tokopedia dan pengembangan *market place* Perseroan (build ID).
2. Membangun kerja sama pembangunan proyek-proyek infrastruktur dan properti sehingga perseroan mampu meningkatkan *market share* di wilayah Lampung.
3. Melakukan konsinyasi dengan beberapa distributor di area pasar pengembangan.
4. Menjaga kontinuitas *supply* semen dengan mengoptimalkan pengiriman semen antar site dengan angkutan kereta.
5. Pelaksanaan program efisiensi SMBRGO45 pada *fix cost* dan *variable cost* yang mampu menurunkan harga pokok produksi Perseroan.
6. Mengoptimalkan pendapatan lainnya dengan penerimaan limbah B3 dan penjualan *white clay* serta mortar.
7. Implementasi *intelligence process control system* di *pyroprocessing* untuk menghemat konsumsi panas dengan menjaga kestabilan operasi.

Selain fokus Perseroan terhadap penjualan ke wilayah pasar yang memberi kontribusi margin yang lebih tinggi, memaksimalkan pengelolaan limbah untuk meningkatkan pendapatan sekaligus menurunkan biaya produksi, serta mengoptimalkan strategi *cost leadership* di setiap lini, Perseroan juga terus berkoordinasi dengan pemerintah/pihak lain untuk menjaga kelangsungan usaha Perseroan.

The oversupply and the Covid-19 pandemic outbreak in 2021, the increase in coal reference prices and the issuance of Government Regulation Number 22 of 2021 which classified FABA into non-hazardous waste, all have led the Company to take several strategic adjustment in 2021, namely:

1. Increase cement sales through digital platforms collaborating with Tokopedia and develop the Company's market place (build ID).
2. To collaborate in the development of infrastructure and property projects so that the Company is able to increase market share in Lampung.
3. Consignment with several distributors in the development market area
4. Maintain the continuity of cement supply by optimizing the delivery of cement by rail.
5. Implementation of the SMBRGO45, a program for the efficiency on fixed costs and variable costs aimed to reduce the Company's cost of production.
6. Optimizing other income by receiving hazardous waste and selling white clay and mortar.
7. Implementation of intelligence process control system in pyroprocessing to lower heat consumption by maintaining the stability of the operation.

In addition to the Company's focus on sales to market areas that contribute to higher margins, maximizing waste management to increase revenue while reducing production costs, as well as optimizing cost leadership strategies in every line, the Company also continues to coordinate with the government/other parties to maintain the Company's business continuity.



Tingkat Kesehatan Perusahaan

Company Health Level



“

Dilihat dari aspek keuangan, aspek operasional, dan aspek administrasi pada tahun 2021, Perseroan meraih skor kinerja 71,50 dan berada dalam kategori sehat, serupa dengan pencapaian tahun sebelumnya.

Judging from the financial aspect, operational aspect, and administrative aspect in 2021, the Company achieved a performance score of 71.50 and is in the healthy category, similar to the previous year's achievement.

”

Sebagai BUMN, Perseroan memiliki perangkat untuk melakukan pengukuran Tingkat Kesehatan Perusahaan yang mengacu pada keputusan Menteri BUMN No. KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara. Tingkat Kesehatan Perseroan melalui keputusan Menteri BUMN ini diukur melalui beberapa indikator, yakni aspek keuangan, aspek operasional, dan aspek administrasi.

As a state-owned company, the Company has tools to measure the Company's Soundness Level by referring to the decision of the Minister of SOEs No. KEP-100/MBU/2002 dated June 4, 2002 concerning Assessment of Health Level of State-Owned Enterprises. Based on the said decision of the Minister of SOEs, the Company's soundness level is measured through several indicators, namely financial aspects, operational aspects, and administrative aspects.

Tingkat Kesehatan Perusahaan

Company Health Level

Sesuai dengan Surat Keputusan Menteri Badan Usaha Milik Negara Republik Indonesia No. Kep100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara, nilai Skor Kinerja Perseroan untuk tahun 2021 berjumlah "71,50" yang berarti tingkat kesehatannya dikategorikan "SEHAT". Pencapaian tahun ini meningkat dibanding pencapaian yang diperoleh Perseroan pada tahun 2020.

Tingkat Kesehatan Perusahaan untuk tahun 2021 dibandingkan bobot dan pencapaian di tahun sebelumnya ditampilkan dalam tabel berikut ini:

In accordance with the Decree of the Minister of State-Owned Enterprises of the Republic of Indonesia No. Kep100/MBU/2002 dated June 4, 2002 concerning Assessment of Health Level of State-Owned Enterprises, the Company's Score in 2021 is "71.50" which means the Company is categorized as a "Healthy" company. This year's achievement improved compared to achievements accomplished by the Company in the year 2020.

The Company's Healthy Level for 2021 compared to the weights and achievements in the previous year is shown in the following table:

No.	Uraian Description		Bobot Weight	Realisasi Realization	
				2021	2020
I. Aspek Keuangan Financial Aspect					
1	ROE (%)	ROE (%)	20,00	4,00	2,00
2	ROI (%)	ROI (%)	15,00	7,50	7,50
3	Cash Ratio (%)	Cash Ratio (%)	5,00	5,00	5,00
4	Current Ratio (%)	Current Ratio (%)	5,00	5,00	5,00
5	Collection Period (hari)	Collection Period (days)	5,00	4,00	4,00
6	Perputaran Persediaan (hari)	Supply Cycle (days)	5,00	5,00	5,00
7	Perputaran Total Aset (%)	Total Asset Cycle (%)	5,00	2,00	2,00
8	Rasio Total Modal Sendiri Terhadap Total Aset (%)	Total Owner's Equity to Total Assets Ratio (%)	10,00	9,00	10,00
Total Aspek Keuangan		Total Financial Aspect	70,00	41,50	40,05
II. Aspek Operasional Operational Aspect					
1	Produktivitas Tenaga Kerja	Manpower Productivity	5,00	5,00	5,00
2	Pencapaian Efisiensi Produksi	Achievement in Production Efficiency			
	• Hari Operasi Kiln	• Kiln Operation Day	5,00	5,00	5,00
3	Index Pemakaian Bahan	Material Use Index			
	• Listrik	• Electricity	2,50	2,50	2,50
	• Heat Consumption	• Heat Consumption	2,50	2,50	2,50
Total Aspek Operasional		Total Operational Aspect	15,00	15,00	15,00
III. Aspek Administrasi Administrative Aspect					
1	Laporan Perhitungan Tahunan	Annual Calculation Report	3,00	3,00	3,00
2	Rancangan RKAP	Corporate Work Plan and Budget (RKAP) Draft	3,00	3,00	3,00
3	Laporan Periodik	Periodic Reports	3,00	3,00	3,00
4	Kinerja PUKK	PUKK Performance			
	• Efektivitas Penyaluran	• Disbursement Effectiveness	3,00	3,00	3,00
	• Tingkat Kolektibilitas Pengembalian Pinjaman	• Level of Collectibility in Loan Repayment	3,00	3,00	3,00
Total Aspek Administrasi		Total Administrative Aspect	15,00	15,00	15,00
Total Skor		Total Score	100,00	71,50	70,50
Tingkat Kesehatan		Health Level	SEHAT HEALTHY		



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Pendukung Bisnis

Supporting Business



Sumber Daya Manusia

Human Resources



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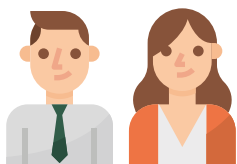
PT Semen Baturaja (Persero) Tbk (“Perseroan”) sangat menyadari peran penting sumber daya manusia (SDM) yang unggul bagi Perseroan dalam menghadapi tantangan usaha yang sangat beragam. Oleh karena itu, SDM bagi Perseroan merupakan aset yang sangat berharga, sehingga kualitas dan kapasitasnya terus ditingkatkan agar selaras dengan kebutuhan bisnis.

PT Semen Baturaja (Persero) Tbk (“Company”) is very aware of the role of human resources (HR) of quality in the Company in facing various difficult challenges. For this reason, to the Company, HR is a very valuable asset, and so its qualities and capacities must continuously be improved so as to keep in line with business needs.

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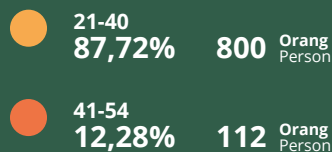
Kualitas dan kapabilitas tersebut juga terkait dengan aspek kesehatan. Terkait dengan hal itu, pada tahun 2021 Perseroan mengeluarkan kebijakan baru pengelolaan SDM, yaitu mengimbau karyawan/ti untuk melakukan vaksinasi Covid-19 sebagai salah satu upayaantisipasi penyebaran virus Covid-19 di lingkungan Perseroan. Imbauan tersebut dicantumkan dalam Surat Keputusan Direksi mengenai Antisipasi Covid-19

Such qualities and capabilities are also related to the health aspect. In this regard, in 2021 the Company issued a new policy in managing human resources, namely to urge employees to take Covid-19 vaccination as one of the efforts to anticipate the spread of the Covid-19 virus in the company's environment. Such appeal is contained in the Decision Letter of the Board of Directors on Anticipating Covid-19 which is in effect

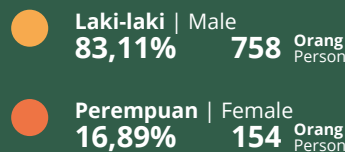


Jumlah Karyawan Total Employees

Karyawan Berdasarkan Usia Employees Based on Age



Karyawan Berdasarkan Jenis Kelamin Employees Based on Gender



yang telah diberlakukan dengan menambahkan poin mengenai kewajiban untuk menggunakan aplikasi "PeduliLindungi" sebelum memasuki area Perseroan.

Pencapaian dan Fokus 2021

Pada tahun 2021, Perseroan memiliki capaian penting di bidang SDM, yaitu restrukturisasi organisasi Perseroan. Fokus restrukturisasi bertujuan meningkatkan penjualan dan pengembangan pasar di Sumatera Bagian Selatan (Sumbagsel).

Selain itu, Perseroan bersama 10 BUMN Karya membentuk *Indonesia Infrastructure Learning Institute* (I2LI) dan *Indonesia Infrastructure Research and Innovation Institute* (I2RI). Institusi ini berfungsi sebagai tempat pelatihan, pembelajaran dan praktik untuk meningkatkan keahlian para pekerja BUMN di sektor tersebut.

Dua lembaga tersebut memiliki fokus yang saling melengkapi di mana I2LI fokus pada pelatihan *general school*, sementara I2RI fokus pada riset dan inovasi.

with the additional point on the obligation to use the "PeduliLindungi" application prior to entering the Company's premises.

2021 Achievements and Focus

In the year 2021, the Company noted an important achievement in the HR field, namely the restructuring of the Company's organization. Restructuring focus is aimed at increasing sales and market development in Southern Sumatera.

In addition, together with 10 BUMN Karya, the Company formed the *Indonesia Infrastructure Learning Institute* (I2LI) and the *Indonesia Infrastructure Research and Innovation Institute* (I2RI). These institutes function as the grounds for training, learning, practice for enhancing skills of BUMN workers in related sectors.

The two institutes have each of their own focus that complements each other where I2LI focuses on general school training, I2RI focuses on research and

Sumber Daya Manusia

Human Resources



Perseroan pun juga telah membuat aplikasi *Knowledge Management System* sebagai media bagi karyawan/ti untuk berbagi pengetahuan termasuk memaksimalkan E-Learning System sebagai sarana untuk mengurangi training dengan pertemuan fisik.

Pencapaian lainnya adalah terbitnya Kamus Kompetensi Jabatan untuk mendukung pengembangan SDM. Perseroan perlu terus meningkatkan keunggulan kompetitif mengingat persaingan di industri semen semakin ketat. Karena itu, SDM yang unggul dan kompeten merupakan salah satu faktor yang mempengaruhi daya saing perusahaan.

Perumusan Kamus Kompetensi Jabatan digunakan sebagai dasar pengelolaan SDM yang terukur dan sistematis. Isi dokumen tersebut adalah daftar kriteria dan jenis seluruh kompetensi yang ada di Perseroan, beserta definisi kompetensi dan indikator perilaku untuk setiap level kecakapan/kompetensi.

Sementara fokus Perseroan dalam pengelolaan SDM pada tahun buku masih mengacu kepada regulasi yang diterapkan di lingkungan Perseroan saat ini, seperti:

1. Pemberian remunerasi sesuai dengan aturan perusahaan kepada Direksi, Dewan Komisaris dan seluruh karyawan/ti.
2. Pemberian tanda jasa Setya Karya/penghargaan masa kerja kepada 134 karyawan pada tanggal 15 November 2021 bersamaan dengan perayaan Hari Ulang Tahun (HUT) Perseroan. Rincian karyawan penerima penghargaan: 60 orang dengan masa kerja 10 tahun, 1 orang dengan masa kerja 20 tahun, 72 orang dengan masa kerja 25 tahun dan 1 orang dengan masa kerja 35 tahun.

innovation. The Company has also established the Knowledge Management System application as the media for employees to share knowledge including by maximizing the E-Learning System as a means to minimize off line training.

Other achievements were also noted on the publication of the Job Competency Dictionary to support HR development. The Company needs to continuously improve competitive excellence considering the increasing competition of the cement industry. For this purpose, HR of distinct and competence is one of the factors that affect the Company's competitiveness.

The formulation of the Job Competency Dictionary is used as measurable and systematic basis in HR management. The content of the document is a list of criteria and types of all competency in the Company, as well as the definition of competencies and indicators of behaviors for each level of skill/competency.

While the focus of the Company in managing HR during the fiscal year remained on applied regulations within the Company to this date, such as the following:

1. Provide remuneration in accordance with company regulations to the Board of Directors, the Board of Commissioners and all employees.
2. Provide the Setya Karya loyalty service badge/ service award to 134 employees on 15 November 2021 in commemoration of the Company's Anniversary. Details of the employees who received the recognition are as follows: 60 personnel for 10 year of dedication in the Company, 1 employee for 20 years of service, 72 personnel for 25 years and 1 person for 35 years.



3. Sejalan dengan kebijakan dan regulasi Dinas Tenaga Kerja yang mewajibkan penyelenggaraan *medical check-up*, telah dilaksanakan pada bulan November 2021 bagi karyawan tetap. Pelaksanaan kegiatan disesuaikan dengan kondisi pandemi, sehingga tetap memperhatikan protokol kesehatan.
4. Penyelesaian perubahan Perjanjian Kerja Bersama (PKB) dan penyelesaian konflik hubungan industrial.
5. Pemberian *benefit* bagi karyawan yang memasuki masa pensiun.

Perseroan juga terus melakukan perannya, antara lain:

1. Menganalisis dan mengevaluasi kebutuhan SDM.
2. Penyediaan SDM yang kompeten.
3. Pelaksanaan program *training*, *coaching* dan *counseling* sebagai bagian dari pengembangan SDM.
4. Pemberian *reward* sebagai bagian dari retensi karyawan.

Rekrutmen

Pelaksanaan rekrutmen dan seleksi SDM di lingkungan Perseroan berpegang teguh pada prinsip kesetaraan. Perseroan memberikan kesempatan yang sama kepada calon karyawan tanpa membedakan suku, agama, ras dan golongan. Perseroan memiliki beberapa program untuk mendapatkan insan Perseroan yang berdaya saing tinggi dan mampu menjawab tantangan bisnis, sejalan dengan perkembangan bisnis.

Setelah melalui proses rekrutmen, karyawan yang diterima Perseroan harus mengikuti program induksi sebagai persiapan sebelum memasuki dunia kerja. Program tersebut diharapkan dapat memberikan pengetahuan awal kepada calon karyawan, sehingga mereka siap memasuki dunia kerja serta berpeluang menjadi karyawan unggul dan kompeten untuk mendukung pencapaian sasaran Perseroan, baik jangka pendek maupun jangka panjang.

3. In line with the policies and regulation of the Manpower Office that medical check-up is mandatory, the Company held one in November 2021 for all permanent employees. The implementation was carried out under the condition of the pandemic, so as to strictly take account health protocols.
4. Complete the revision of the Collective Labor Agreement (PKB) and resolve industrial relation conflicts.
5. Provide benefits to employees entering the retirement phase.

The Company's also carried out its role, including the following:

1. Analyze and evaluate HR requirements.
2. Procurement of competent HR.
3. Implement training, coaching and counseling programs as part of HR development.
4. Provide rewards as part of employees retention.

Recruitment

HR recruitment and selection in the Company's is strictly based on the principle of equality. The Company provides equal opportunity for prospective employees regardless of ethnicity, religion, race and group. The Company has several programs to obtain Company personnel with high competitiveness and capability of responding to business challenges, in line with business development.

Following through the recruitment process, employees accepted by the Company must follow an induction program as preparation prior to entering the working life with the Company. The program is expected to provide new recruits with the initial knowledge so that they can be prepared to enter the working life and have the opportunity to be excel and be competent employees to support the company's target achievement, both short and long-term.

Sumber Daya Manusia

Human Resources

Tahapan Program Induksi Karyawan

Stages of Employee Induction Program

Tahapan Stage	Tujuan	Objective
Pembinaan Mental, Fisik dan Disiplin Mental, Physical, Disciplinary Coaching	Kegiatan ini diadakan bertujuan untuk: - Membentuk kedisiplinan yang tinggi, membentuk etika dan sopan santun agar dapat menghargai para seniornya. - Membentuk pribadi yang tangguh secara fisik dan mental. - Mampu memupuk rasa kebersamaan. - Memiliki loyalitas yang tinggi kepada Perseroan.	These activities are conducted with the objectives to: - Establish high discipline, form etiquette so as to respect their senior co-workers - Establish a strong personality, physically and mentally - Be capable of nurturing a sense of togetherness - Have high loyalty to the Company
Motivation Training Motivation Training	Training motivasi didesain untuk membantu Perseroan sebagai upaya meningkatkan kemampuan karyawannya dalam hal memotivasi diri secara efektif. Karyawan yang mampu menumbuhkan motivasi diri secara efektif akan sangat mempengaruhi kehidupan kerja sehari-hari dan kepuasan kerja. Dengan kemampuan tersebut, akan terpacu semangat karyawan dalam berprestasi dan terus berusaha untuk memetik hasil terbaik.	Motivation training is designed to help the Company as an effort to improve employees' abilities to effectively motivate themselves. Employees who are able to effectively develop self-motivation will greatly affect their daily work life and work satisfaction. With this ability, employees will be encouraged to achieving their work goals and continue to strive to reap the best results.
In Class Training yang terdiri dari Training Umum dan Training Dasar In-Class Training consisting of General Training and Basic Training	- Training umum ditujukan untuk memberikan gambaran umum tentang sejarah Perseroan, fungsi dan tugas di unit kerja serta hubungan organisasi dalam struktur organisasi Perseroan. - Training dasar bertujuan memberikan pemahaman kepada siswa calon karyawan dari proses penambangan bahan mentah hingga ke produk akhir berupa Semen Zak, Bag dan Curah. Selain itu juga siswa diberikan pemahaman tentang pengendalian kualitas mutu proses produksi maupun kualitas produk yang akan dijual ke konsumen. Dengan instruktur yang berkompeten di bidangnya, kegiatan training dasar diharapkan mampu memberikan wawasan kepada siswa sebelum terjun ke dunia kerja dan memahami alur proses pembuatan semen.	- General training is intended to provide the overview of the Company's history, functions and duties of the work units as well as organizational relationships within the Company's organizational structure. - Basic training is intended to provide prospective employees with the understanding of starting from the mining process of raw materials to the final product of Cement Sack, Bag and Bulk. In addition, students are also provided with the understanding of the quality control in the production process and the quality of the products to be sold to consumers. With instructors competent in their fields, basic training activities are expected to provide insights to students prior to diving into the work life and the understanding of the cement production process flow.
Tahapan Pembinaan & Pengembangan yang terdiri dari On the Job Training dan Masa Percobaan Calon Karyawan Coaching and Development Stage consisting of On the Job Training and Probation Period of Prospective Employee	- On the job training atau magang bertujuan untuk memperkenalkan ke dalam dunia kerja yang sesungguhnya dilaksanakanlah on the job training di masing-masing unit kerja dengan harapan calon karyawan dapat mengenal secara menyeluruh kegiatan di unit kerja dan mampu memberikan kontribusi yang maksimal di dalam mencapai sasaran strategis Perseroan. - Masa percobaan calon karyawan merupakan tahapan dimana calon karyawan diberikan tugas khusus berupa tulisan yang merupakan bentuk pemahaman dan penguasaan dari calon karyawan terhadap fungsi dan tugas yang ada di unit kerja. Bagi calon karyawan tingkat S1 dan D3 tugas khusus yang dibuat merupakan suatu bentuk inovasi dan/atau improvement terhadap suatu peralatan dan/atau sistem yang ada untuk meningkatkan performa peralatan maupun kesempurnaan suatu sistem. Sedangkan untuk tingkat SMU/SMK hanya membuat tulisan berupa laporan kegiatan selama orientasi di unit kerja.	- On the job training or internship aims to introduce the real working world as carried out in on-the-job-training at each work unit with the hope that trainees will fully comprehend the work unit's activities and are able to optimally contribute to the Company's efforts to achieve its strategic goals. - The probation period of prospective employees is a phase where they are given special writing assignments to describe their understanding and mastery of the functions and duties of the work units. The assignments for prospective employees with Bachelor's degree and Diploma-3 level is in the form of an innovation and/or an improvement of the performance of existing equipment and/or system. While graduates of general high school/ vocation high school level would only write on activity report of their orientation period in the work unit.

Terkait dengan realisasi rekrutmen tahun 2021, Perseroan tidak menyelenggarakannya, seperti terjadi pada tahun 2020.

Realization in the year 2021, the Company did not conduct any recruitment as well as in the year 2020.

Penilaian Kinerja Karyawan

Perseroan telah memiliki kebijakan dalam melakukan penilaian kinerja SDM, yaitu Surat Keputusan Direksi Nomor PH.01.04/073.C/2018 tentang Pembinaan dan Pengembangan SDM. Mengacu pada kebijakan tersebut, penilaian performa SDM dibagi atas 3

Performance Assessment of Employees

The Company has the policies on assessing HR performance, as stated in the Decision Letter of the Board of Directors PH.01.04/073.C/2018 on HR Coaching and Development. Referring to the policy, HR performance assessment is divided into 3 (three)



(tiga) unsur: Sasaran Kerja/KPI dengan bobot 50%, Kompetensi dengan bobot 30% dan Disiplin/Kehadiran yang berbobot 20%.

elements. Work Goals/KPI at 50% weight, Competency at 30% and Discipline/Attendance at 20%.

Parameter Penilaian Kinerja Karyawan

Parameters of Employee Performance Assessment

No.	Parameter Parameter	Uraian	Description
1	Sasaran Kerja/KPI Work Goals/Key Performance Index (KPI)	Penilaian KPI individu karyawan adalah khusus untuk karyawan setingkat staf yaitu menetapkan sasaran (tujuan) yang dilakukan secara bersama-sama oleh atasan dan bawahan dengan mengacu pada sasaran unit kerja setiap periode tertentu.	Individual employee's KPI assessment is specifically for those at staff level, which is to set the goals (objectives) together between the supervisor and the subordinate by referring to the targets of the work unit for a certain period of time.
2	Penilaian Kompetensi Competency Assessment	Aspek yang dinilai pada penilaian kompetensi adalah nilai budaya perusahaan dengan bobot masing-masing 25%.	In the competency assessment, the assessment is carried out on aspects of corporate cultural values, with a weight of 25% each.
3	Penilaian Disiplin Disciplinary Assessment	Penilaian disiplin menimbang hal-hal seperti kehadiran, izin, sakit tanpa keterangan dokter, mangkir, dan terlambat. Batasan toleransi untuk keterlambatan kehadiran adalah 5 (lima) menit dan maksimum toleransi sebanyak 3 (tiga) kali dalam sebulan.	Disciplinary assessment takes into account such matters as attendance, permission, sick absence without doctor's notice, absent without notice, and tardiness. Limit of tolerance for tardiness is 5 (five) minutes and maximum tolerance of 3 (three) times in one month.

Penilaian KPI tersebut dilakukan oleh tim/pejabat penilai yang terdiri dari atasan langsung dan atasan tidak langsung karyawan dalam satu direktorat/unit kerja atau atasan operasional di wilayah operasional Perseroan. Hasil penilaian akan mempengaruhi pemberian tunjangan performa, tunjangan kinerja dan bonus tahunan. Penilaian juga menjadi data untuk memudahkan manajemen dalam melakukan pembinaan dan pengembangan ke depan.

KPI assessment is conducted by a team/official assessors consisting of direct and indirect employee supervisor within one directorate/work unit or operational supervisors in the Company's operational areas. Results of the assessment will affect the provision of performance allowances, work allowances, and annual bonus. Assessment will also be part of database to be used in facilitating the management to perform future coaching and development programs.

Penghargaan Masa Kerja

Pemberian penghargaan masa kerja di lingkungan Perseroan mengacu pada pada Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor PH.01.04/049/2021 tentang Pemberian Tanda Jasa Penghargaan kepada karyawan dan karyawan tahun 2021. Perseroan memberikan tanda jasa dan penghargaan sebagai ucapan terima kasih atas karya karyawan selama bekerja di Perseroan. Tanda jasa dan penghargaan tersebut diharapkan mampu meningkatkan prestasi untuk di masa yang akan datang.

Loyalty Program

With reference to Company's Decision Letter No. PH.01.04/049/2021 on Presenting Awards to Employees in 2021, the Company provides merit badge/medals of service and awards as token of appreciation for employees acknowledged work during their services in the Company. These acknowledgements hopefully serve as incentives for future improvements in their performance.

Realisasi Penghargaan dan Tanda Jasa Karyawan Tahun 2021

Realization of Employee Service Awards and Merits in 2021

No.	Jenis Tanda Jasa dan Penghargaan Types of Merit and Awards	Ketentuan Masa Kerja Terms of Service	Nilai Penghargaan Award Value
1	- Cincin emas 22 karat berlogo 3 (tiga) gajah - Piagam penghargaan 22 karat gold ring with 3 (three)-elephant logo - Certificate of Merit	10 tahun 10 years	7 gram 7 grams
2	- Liontin emas 22 karat berlogo 3 (tiga) gajah - Piagam penghargaan 22 karat gold pendant with 3 (three)-elephant logo - Certificate of Merit	20 tahun 20 years	12 gram 12 grams

Sumber Daya Manusia

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No.	Jenis Tanda Jasa dan Penghargaan Types of Merit and Awards	Ketentuan Masa Kerja Terms of Service	Nilai Penghargaan Award Value
3	- Uang tunai - Piagam penghargaan - Cash - Certificate of Merit	25 tahun 25 years	1 (satu) bulan gaji dibawa pulang* pada Oktober dan/atau gaji dibawa pulang yang bersangkutan bulan terakhir. 1 (one) month take-home-pay* in October and/or employee's last month take-home-pay.
4	- Uang tunai - Piagam penghargaan - Cash - Certificate of Merit	30 tahun 30 years	1,5 (satu koma lima) bulan gaji dibawa pulang* pada Oktober dan/atau gaji dibawa pulang yang bersangkutan bulan terakhir. 1.5 (one and a half) month take-home-pay* in October and/or employee's last month take-home-pay.
5	- Uang tunai - Piagam penghargaan - Cash - Certificate of Merit	35 tahun 35 years	2 (dua) bulan gaji dibawa pulang* pada Oktober dan/atau gaji dibawa pulang yang bersangkutan bulan terakhir. 2 (two) month take-home-pay in October and/or employee's last month take-home-pay.

Keterangan | Notes:

* Gaji Dibawa Pulang adalah gaji dasar, tunjangan pengabdian, tunjangan jabatan, tunjangan penyesuaian, tunjangan sewa rumah dan tunjangan perangsang efisiensi dasar.

Take-Home-Pay is basic salary, service allowance, job allowance, adjustment allowance, house rent and basic efficiency-incentive allowance.

Pada tahun 2021, terdapat 134 karyawan yang mendapatkan tanda jasa dan penghargaan tersebut dengan rincian sebagai berikut:

In the year 2021, there were 134 employees who received the service merit and awards with details as follows:

Daftar Penerima Penghargaan

List of Award Recipients

No.	Nama Name	Jabatan Position	Unit Kerja Work Unit
Penerima Penghargaan Masa Kerja 10 Tahun Award Recipients for 10 Years of Service			
1	Taufik Rachman	Senior Manager Internal Audit PT Baturaja Multi Usaha Tk Manager Senior Manager of Internal Audit of PT Baturaja Multi Usaha Tk Manager	Baturaja Multi Usaha
2	RA Leyreu Ange W.	Senior Manager Business Strategy & Development Senior Manager of Business Strategy & Development	Corporate Secretary
3	Kiagus Faisal	Pj. Manager Contract, Permit & Legal Administration Acting Manager of Contract, Permit & Legal Administration	Corporate Secretary
4	Mohammad Fahmi	Manager R & D Strategy	Research & Engineering
5	Jauhari Saliman	Pj. Senior Manager Ditempatkan Di Dana Pensiun Diperbantukan Di Direktur Keuangan PT Baturaja Daya Insani Acting Senior Manager assigned to Pension Fund to assist the Finance Director of PT Baturaja Daya Insani	Baturaja Daya Insani
6	Kristan Teguh P.	Pj. Senior Manager Palembang & Panjang Plant Acting Senior Manager at Palembang & Panjang Plants	Operation
7	Bram Ardhanay	Junior Manager Procurement Plan Junior Manager of Procurement Plan	Procurement
8	Syeh Ahmad	Pj. Senior Manager Quality Control Acting Senior Manager of Quality Control	Research & Engineering
9	Jaya Irawan	Senior Manager Marketing Strategy & Brand Management Senior Manager of Marketing Strategy & Brand Management	Marketing
10	Ewin Apriansyah	Staf Vice President Operation Ditugaskan Pada Engineering Electrical Tk. Manager Staff of Vice President of Operation assigned to Electrical Engineering Tk. Manager	Operation
11	Ade Dwi Wijayanto	Pj. Senior Manager Cement Production Acting Senior Manager of Cement Production	Operation
12	Marisah	Manager Customer Satisfaction Analyst Manager of Customer Satisfaction Analyst	Marketing
13	Davi Pratama Nuary	Pj. Manager R & D Strategy Acting Manager of R&D Strategy	Research & Engineering
14	Ramdhoni Firdaus	Junior Manager Crusher & Raw Mill 1 Junior Manager of Crusher & Raw Mill 1	Operation



No.	Nama Name	Jabatan Position	Unit Kerja Work Unit
15	Zumarlia Utami	Junior Manager Product Innovation Junior Manager of Product Innovation	Research & Engineering
16	Riza Solati	Manager General Trading Planning & Reporting PT Baturaja Multi Usaha Tk Junior Manager Manager of General Trading Planning & Reporting of PT Baturaja Multi Usaha Tk Junior Manager	Baturaja Multi Usaha
17	Robiansyah	Pj. Manager QC Baturaja Acting Manager of Baturaja QC	Research & Engineering
18	Sahara Fitriana	Manager QC Material Baturaja Manager of Baturaja Material QC	Research & Engineering
19	Dewi Niken Sarasti	Manager Mechanical & Electrical Procurement Manager of Mechanical & Electrical Procurement	Procurement
20	Ajeng Larasati	Pj. Manager Inventory Control Acting Manager of Inventory Control	Procurement
21	Muhammad Syukri	Junior Manager Technical Service Procurement Junior Manager of Technical Service Procurement	Procurement
22	Riza Aprianto	Pj. Manager Risk Management Acting Manager of Risk Management	MA, ICT & RM
23	Heri Supriadi	Pj. Manager Electrical Maintenance Packer & Loading Acting Manager of Electrical Maint Packer & Loading	Operation
24	Handoko	Staf Direktur Produksi & Pengembangan Ditugaskan Sebagai Pembinaan Circle TPM Promotor Tk Junior Manager Staff of Director of Production & Development assigned to TPM Promotor Coaching Circle Tk Junior Manager	TPM
25	Dian Meilinda	Junior Manager Engineering Junior Manager of Engineering	Research & Engineering
26	Rinaldi	Junior Manager Construction Junior Manager of Construction	Research & Engineering
27	Moh.Andy Taufik	Manager General Trading & Other Business PT Baturaja Multi Usaha Tk Junior Manager Manager of General Trading & Other Business of PT Baturaja Multi Usaha Tk Junior Manager	Baturaja Multi Usaha
28	Sonny Pranata	Junior Manager Construction Junior Manager of Construction	Research & Engineering
29	Deby Fitriansyah	Junior Manager Mechanical Maint Kiln & Coal Mill 2 Junior Manager of Mechanical Maint Kiln & Coal Mill 2	Operation
30	Inggit Kemala Sari	Junior Manager Quality Assurance Junior Manager of Quality Assurance	Research & Engineering
31	M. Fuad Arief	Junior Manager QC Baturaja 2 Junior Manager of Baturaja 2 QC	Research & Engineering
32	Putri Rahma Inne	Manager R & D Strategy Manager of R&D Strategy	Research & Engineering
33	Riza Rakhmawati.A	Manager Investor Relation Manager of Investor Relations	Corporate Secretary
34	Jusi Efyanti	Junior Manager Call Center Officer Junior Manager of Call Center Officer	Marketing
35	M.A. Fatahilla Saban	Pj. Manager Safety Acting Manager of Safety	Mining
36	Febriansyah Dwi P.	Pj. Manager Technical Service Procurement Acting Manager of Technical Service Procurement	Procurement
37	Oktadiansyah Putra	Junior Manager Crusher & Raw Mill 2 Junior Manager of Crusher & Raw Mill 2	Operation
38	Muhamad Putra Agung	Pj. Manager Mechanical Workshop Acting Manager of Mechanical Workshop	Research & Engineering
39	Hilga Dwi Lanita	Junior Manager Product Innovation Junior Manager of Product Innovation	Research & Engineering
40	Insan Prakarsa	Junior Manager QC Material Junior Manager of Material QC	Research & Engineering
41	Anggun Dwiariesta A.	Pj. Manager Treasury & Insurance Acting Manager of Treasury & Insurance	Accounting & Finance

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No.	Nama Name	Jabatan Position	Unit Kerja Work Unit
42	Saifulah Amien	Junior Manager Demand & Supply Planning Junior Manager of Demand & Supply Planning	Logistic
43	Zoraya Ulva	Pj. Manager R & D Strategy Acting Manager of R&D Strategy	Research & Engineering
44	Syamsul Hadi	Sales Admin Sub Area 3.2 Tk Junior Manager Sales Administration of Sub-Area 3.2 Tk Junior Manager	Sales Area 3
45	Syarif Siswanto	Junior Manager R & D Strategy Junior Manager of R&D Strategy	Research & Engineering
46	Satria	Junior Manager QC Baturaja 2 Junior Manager of Baturaja 2 QC	Research & Engineering
47	Abd. Rozi	Senior Manager General Accounting, Fix Asset & Inventory Senior Manager of General Accounting, Fix Assets & Inventory	Accounting & Finance
48	Hafidz Fitrony	Manager Electrical Maint Kiln & Coal Mill Manager of Electrical Maint Kiln & Coal Mill	Operation
49	Yayan Sudiarta	Junior Manager Crusher & Raw Mill 2 Junior Manager of Crusher & Raw Mill 2	Operation
50	Indra Maulana	Manager General Service Procurement Manager of General Service Procurement	Procurement
51	Hapaz Huzairin	Junior Manager Learning Development Junior Manager of Learning Development	HR & GA
52	Putri Ayu Sisfianti	Pj. Senior Manager Service Procurement Acting Senior Manager of Service Procurement	Procurement
53	Muhammad Andrifajwim	Sales Manager Sub Area 1.1 Tk Pj Manager Sales Manager of Sub-Area 1.1 Tk Acting Manager	Sales Area 1
54	Adi Irawan	Pj. Senior Manager Workshop & Construction Acting Senior Manager of Workshop & Construction	Research & Engineering
55	Zulman	Staf Vice President Corporate Secretary Ditugaskan Di Protokoler Tk Senior Manager Staff of Vice President Corporate Secretary assigned to Protocols Tk Senior Manager	Corporate Secretary
56	Fandi Mardianto	Pj. Manager Learning Development Acting Manager of Learning Development	HR & GA
57	R.A. Fifin Zulva	Manager Audit Planning Monitor & Evaluation Manager of Audit Plan Monitoring & Evaluation	Internal Audit
58	R.A. Firy Yuandita	Pj. Manager GCG & System Management Acting Manager of GCG & System Management	Corporate Secretary
59	Indra Irawan	Senior Manager Sales Sub Area 3.1 Senior Manager of Sales Sub-Area 3.1	Sales Area 3
60	Umami Amalia	Manager Legal Marketing & Procurement Manager of Legal Marketing & Procurement	Corporate Secretary
Penerima Penghargaan Masa Kerja 20 Tahun Award Recipients for 20 Years of Service			
1	Heru Rusdiansyah	Vice President Internal Audit Vice President of Internal Audit	Internal Audit
Penerima Penghargaan Masa Kerja 25 Tahun Award Recipients for 25 Years of Service			
1	Feri Andi	Senior Manager Maintenance Transport PT Baturaja Multi Usaha Tk Manager Senior Manager of Transport Maintenance of PT Baturaja Multi Usaha Tk Manager	Baturaja Multi Usaha
2	Indra Krismanto	Junior Manager Fleet Management of Railway Junior Manager of Railway Fleet Management	Logistic
3	Arpani	Pj. Senior Manager Auditor Acting Senior Manager of Auditor	Internal Audit
4	Ardi	Ketua Tim Pengadaan Lahan Tk Pj. Senior Manager Head of Land Procurement Team Tk Acting Senior Manager	Ad Hoc
5	Eri Novriyanto	Sales Admin Sub Area 2.2 Tk. Pj. Manager Sales Administrator for Sub-Area 2.2 Tk Acting Manager	Sales Area 2
6	Gatot Murtiyoso	Manager Kiln & Coal Mill 1 & 2 Manager of Kiln & Coal Mill 1 & 2	Operation



No.	Nama Name	Jabatan Position	Unit Kerja Work Unit
7	Yurnalis	Pj. Manager Maintenance & Utility Acting Manager of Maintenance & Utility	Operation
8	Muhammad Hatta	Pj. Senior Manager Customer Care Acting Senior Manager of Customer Care	Marketing
9	Muhammad Saleh	Manager Mechanical Maint Packer & Loading Manager of Mechanical Maint Packer & Loading	Operation
10	Jasman Sasono	Junior Manager Cement Operation Palembang Plant Junior Manager of Cement Operation in Palembang Plant	Operation
11	Lukman Ripai	Junior Manager Civil Junior Manager of Civil	Research & Engineering
12	Ardi Anolu	Manager Engineering Manager of Engineering	Research & Engineering
13	Nopriyadi	Staf Direktur Produksi & Pengembangan Ditugaskan Sebagai Koordinator Operasional Tpm Promotor Tk. Pj. Manager Staff of Director of Production & Development assigned to TPM Promotor Operation Coordinator Tk Acting Manager	TPM
14	David Irwanto	Vice President Transport PT Baturaja Multi Usaha Tk Senior Manager Vice President of Transport of PT Baturaja Multi Usaha Tk Senior Manager	Baturaja Multi Usaha
15	Iswadi	Anggota Tim Pengadaan Lahan Tk. Pj. Manager Member of Land Procurement Team Tk Acting Manager	Ad Hoc
16	Huzairin	Pj. Manager Quality Assurance Acting Manager of Quality Assurance	Research & Engineering
17	Sobri	Pj. Manager Procurement Warehouse Baturaja Acting Manager of Baturaja Procurement Warehouse	Procurement
18	Tri Doni	Junior Manager Packer & Loading 1 Junior Manager of Packer & Loading 1	Operation
19	Joko Susilo	Pj. Senior Manager Railway Distribution Acting Senior Manager of Railway Distribution	Logistic
20	Tri Antartika	Manager Waste Management Manager of Waste Management	Marketing
21	Yantasman	Pj. Senior Manager Sales Sub Area 1.1 Acting Senior Manager Sales of Sub-Area 1.1	Sales Area 1
22	Darwin	Anggota Tim Pengadaan Lahan Tk Manager Member of Land Procurement Team Tk Manager	Ad Hoc
23	Robbi Santoso	Senior Manager General Affair Senior Manager of General Affairs	HR & GA
24	Yulizar RDP	Pj. Manager Distribution Area 3 Acting Manager of Distribution Area 3	Logistic
25	Budi Arianto	Senior Manager Digital Marketing Senior Manager of Digital Marketing	Marketing
26	Safaruddin	Manager Learning Development Manager of Learning Development	HR & GA
27	Widcahyono	Manager Mechanical Trouble Shooting 1 & 2 Manager of Mechanical Trouble Shooting 1 & 2	Operation
28	Adi Hartono	Manager Transport & Weighing Manager of Transport & Weighing	Procurement
29	Sri Wandoyo	Staf Vice President Operation Ditugaskan Di Engineering Pabrik Tk Senior Manager Staff of Vice President of Operation assigned to Plant Engineering Tk Senior Manager	Operation
30	A. Taufiqqurahman	Staf Direktur Produksi & Pengembangan Ditugaskan Sebagai Wakil Ketua TPM Promotor Tk Senior Manager Staff of Director of Production & Development assigned as Deputy Head of TPM Promotor Tk Senior Manager	TPM
31	Taufik	Vice President Procurement Vice President of Procurement	Procurement
32	Indra Iskandar	Manager Construction Manager of Construction	Research & Engineering
33	Mulyadi Oktovindo	Pj. Manager Office & Facility Baturaja Acting Manager of Baturaja Office & Facility	HR & GA

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No.	Nama Name	Jabatan Position	Unit Kerja Work Unit
34	Suparto	Junior Manager Packer & Loading 1 Junior Manager of Packer & Loading 1	Operation
35	Hendra Bakti	Junior Manager Packer & Loading 1 Junior Manager of Packer & Loading 1	Operation
36	Irsan Yasdianto	Manager Asset Management Manager of Asset Management	HR & GA
37	Muri Tajam	Manager Mining Safety Health & Environment Manager of Mining Safety, Health & Environment	Mining
38	Husman	Junior Manager Packer & Loading 1 Junior Manager of Packer & Loading 1	Operation
39	Nusi Suryadi	Junior Manager Cement Mill 4 Junior Manager of Cement Mill 4	Operation
40	Ramlan Wahyudi	Manager Cement Mill & Packer Manager of Cement Mill & Packer	Operation
41	Agus Budiyo	Senior Manager Quality Assurance Senior Manager of Quality Assurance	Research & Engineering
42	Nazarudin	Manager Quality Assurance Manager of Quality Assurance	Research & Engineering
43	Ishar Fadly	Manager R & D Strategy Manager of R&D Strategy	Research & Engineering
44	Edi Susanto	Manager Learning Development Manager of Learning Development	HR & GA
45	Erwinsya	Senior Manager Waste Management & Derivative Product Senior Manager of Waste Management & Derivative Product	Marketing
46	Muhamad Irsan	Senior Manager Mechanical Maintenance Senior Manager of Mechanical Maintenance	Operation
47	KMS. Muhammad Toha	Pj. Manager Auditor Acting Manager of Auditor	Internal Audit
48	Aspali	Pj. Manager Construction Acting Manager of Construction	Research & Engineering
49	Budianto	Junior Manager Waste Management Junior Manager of Waste Management	Marketing
50	Zulkifli	Manager Mining Operation Manager of Mining Operation	Mining
51	Rusdiyanto	Kepala Cabang Baturaja Daya Insani Tk Junior Manager Head of Baturaja Daya Insani Tk Junior Manager	Baturaja Daya Insani
52	Deddy	Senior Manager Ditugaskan di Dana Pensiun Sebagai Direktur PT Sembaja Lampung Senior Manager assigned to Pension Fund as Director of PT Sembaja Lampung	Sembaja Lampung
53	Adios Antoni	Pj Manager Ditugaskan di KKSBB sebagai Bendahara KKSBB Acting Manager assigned to KKSBB as Treasury of KKSBB	KKSBB
54	Suranto	Manager Fleet Mechanical PT Baturaja Multi Usaha Tk Junior Manager Manager of Fleet Mechanical of PT Baturaja Multi Usaha Tk Junior Manager	Baturaja Multi Usaha
55	Temmy Susanto	Senior Manager Electrical & Instrument Maintenance Senior Manager of Electrical & Instrument Maintenance	Operation
56	Karnadi	Manager Water Intake & Treatment Manager of Water Intake & Treatment	Operation
57	Saharman	Manager Packer & Loading 1 & 2 Manager of Packer & Loading 1 & 2	Operation



No.	Nama Name	Jabatan Position	Unit Kerja Work Unit
58	Feri Irawan	Staf Vice President Human Resource & General Affair Ditugaskan di Health & Security Tk Senior Manager Staff of Vice President of Human Resources & General Affairs assigned to Health & Security Tk Senior Manager	HR & GA
59	Hermansyah	Staf Direktur Produksi & Pengembangan Ditugaskan Sebagai Koordinator Evaluasi TPM Promotor Tk Manager Staff of Director of Production & Development assigned as Coordinator of TPM Promotor Evaluation Tk Manager	TPM
60	Epi Haryadi	Manager Electrical & Instrument Workshop Manager of Electrical & Instrument Workshop	Research & Engineering
61	Azhar	Senior Manager Audit Planning Monitor & Evaluation Senior Manager of Audit Planning Monitor & Evaluation	Internal Audit
62	Irawan Caya Fery	Pj Manager Ditugaskan di KKSb Sebagai Sekretaris Kksb Acting Manager assigned to KKSb as Secretary of KKSb	KKSb
63	Achmad Yani	Sales Manager Sub Area 1.2 Tk Manager Sales Manager of Sub-Area 1.2 Tk Manager	Sales Area 1
64	Eddy Juarsyah	Senior Manager Sparepart & Material Procurement Senior Manager of Sparepart & Material Procurement	Procurement
65	Syamsuddin	Pj. Manager Marketing Warehouse Acting Manager of Marketing Warehouse	Logistic
66	Hadi Yulimansyah	Manager R & D Strategy Manager of R&D Strategy	Research & Engineering
67	Eko David Irawan	Vice President Sales Area 3 Vice President of Sales Area 3	Sales Area 3
68	Ahmad Fadilah	Junior Manager Learning Development Junior Manager of Learning Development	HR & GA
69	Rudi Aprianto	Staf Vice President Hr & Ga Diperbantukan Di Pt Sembaja Lampung Tk Junior Manager Staff of Vice President of HR & GA assigned to assist PT Sembaja Lampung Tk Junior Manager	Sembaja Lampung
70	Surya Asmara	Senior Manager Sales Sub Area 4.2 Senior Manager of Sales Sub-Area 4.2	Sales Area 4
71	Dedi Marzoni	Sekretaris Tim Pengadaan Lahan Tk Pj Manager Secretary of Land Procurement Team Tk Acting Manager	Ad Hoc
72	Laurencus	Vice President Sales Area 4 Vice President of Sales Area 4	Sales Area 4
Penerima Penghargaan Masa Kerja 35 Tahun Award Recipient for 35 Years of Service			
1	M. Luthfi	Junior Manager Cement Mill & Packer Palembang Junior Manager of Palembang Cement Mill & Packer	Operation

Pemetaan Kebutuhan *Training*

Dalam memetakan kebutuhan *training*, Perseroan mengacu pada rencana pelatihan yang ditargetkan oleh Kementerian BUMN yaitu 20 jam/karyawan/tahun. Oleh karena itu, Perseroan menetapkan target jam pelatihan internal sebesar 25 jam per orang/tahun serta rencana sertifikasi profesi karyawan dengan target sebanyak 20 orang.

Realisasi jumlah jam pelatihan pada tahun 2021 adalah sebesar 39,26 jam per orang/tahun atau sebesar 157,04% dari target yaitu 25 jam per orang/tahun, sedangkan jumlah sertifikasi profesi karyawan adalah 53 orang atau sebesar 265% dari target yaitu 20 orang.

Mapping of Training Requirement

In mapping the needs for training, the Company refers to the training plans targeted by the Ministry of BUMN, namely 20 hours/employee/year. For this reason, the Company sets the target of internal training hours of 25 hours per person/year as well as plans for profession certification with the target of 20 persons.

Realization of the training hours in 2021 was 39.26 hours/person/year or 157.04% from the target of 25 hours/person/year, while the total certification of employee profession was for 53 individuals or 265% from the target of 20 individuals.

Sumber Daya Manusia

Human Resources

Sasaran yang ingin dicapai terkait pelatihan/training pada tahun 2021 antara lain:

1. Menambah pengetahuan tentang masing-masing bidang/pekerjaan sehingga mengurangi gap kompetensi karyawan,
2. Meningkatkan pengetahuan dan kesadaran tentang keselamatan dan kesehatan kerja (K3) pada seluruh karyawan, dengan cara melakukan *refreshment* kembali melalui pelatihan tentang *safety leadership* dan *Baturaja Risk Containment*.
3. Meningkatkan pengetahuan karyawan tentang *core values*/nilai budaya Akhlak BUMN, dengan konsisten mensosialisasikannya kepada seluruh karyawan.

The targets set to achieve related to the training in the year 2021 include the following:

1. To gain knowledge on each field/work so as to reduce the gap in employee competencies;
2. To increase knowledge and awareness on occupational safety and health (K3) for all employees, by means of conducting refreshment training programs on safety leadership and Baturaja Risk Containment;
3. To increase knowledge of employees on the core values/cultural values of BUMN's AKHLAK, by consistent socialization to all employees.

Realisasi Training Tahun 2021

Realization of 2021 Training

Uraian Description	2021	2020
Jumlah Karyawan Number of Employees	912	921
Jumlah Jam Training Total Training Hours	35.765,5	12.883,5
Jumlah Hari Training Total Training Days	1.490,22	536,8
Hari Training / Karyawan Training Days/Employee	1,63	0,58
Total Pegawai Training Total Training Staff	4.760	1.788

Jumlah Pelatihan dan Peserta Tahun 2021

Total Training and Participants in 2021

Bidang Pelatihan Training Field	2021			2020			2019		
	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	%	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	%	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	%
Bidang Keuangan Finance	17	39	44	3	5	60	14	153	9
Bidang Sumber Daya Manusia Human Resources	38	1.271	3	27	108	25	26	713	4
Bidang Pemasaran/Distribusi Marketing/Distribution	16	60	27	8	91	9	13	132	10
Bidang Teknik/Operasi Engineering/Operation	76	1.085	7	30	232	13	36	288	13
Bidang Keselamatan dan Kesehatan Kerja Occupational Safety and Health	32	795	4	31	612	5	4	138	3
Bidang Pengembangan Manajemen Management Development	39	139	28	19	101	19	45	1.039	4
Bidang Pengawasan Supervisory	21	376	6	5	8	63	18	346	5
Bidang PKBL dan lain-lain Partnership & Community Development Program (PKBL) and Others	-	-	-	-	-	-	16	151	11
Bidang Teknologi Informasi Information Technology	29	403	7	6	62	10	14	803	2
Bidang Hukum & Kehumasan Legal & Public Relations	13	409	3	13	152	9	-	-	-
Bidang Procurement Procurement	2	2	100	1	2	50	-	-	-
Bidang Umum & Lain-lain General Affairs & Others	29	181	16	27	415	7	-	-	-
Total	312	4.760	7	170	1.788	10	186	3.763	5



Jenis Training

Pada tahun 2021, program pendidikan dan pelatihan di lingkungan Perseroan terbagi ke dalam 3 (tiga) jenis: pelatihan *online*, pelatihan *in-house* dan pelatihan umum. Adapun program pendidikan dan pelatihan berdasarkan jenis yang telah direalisasikan sepanjang tahun 2021 adalah sebagai berikut:

1. Pelatihan In-House

Perseroan mengembangkan program pelatihan secara internal dengan melakukan kerja sama dengan pihak eksternal dalam pemberian materi pelatihan yang ditujukan untuk peningkatan kompetensi karyawan terkait bidang pekerjaan.

2. Pelatihan Umum

Pada pelatihan umum, Perseroan mengikutsertakan para karyawan secara intens pada program pelatihan-pelatihan serta seminar dalam dan luar negeri sesuai dengan kebutuhan untuk meningkatkan kompetensi karyawan.

3. Pelatihan Online

Perseroan mengikutsertakan para karyawan pada pelatihan yang diselenggarakan secara daring/virtual baik yang diselenggarakan oleh internal maupun pihak ketiga.

Types of Training

In the year 2021, education and training programs within the company's environment were divided into 3 (three) types, namely: online training, in-house training and general training. These education and training programs were based on the types conducted in 2021 as follows:

1. In-House Training

The Company developed training programs internally in collaboration with external parties to provide training materials intended to improve employees' competencies related to work.

2. General Training

In general training, the Company intensely involved employees in training programs as well as seminars held domestically and overseas in accordance with the needs to improve employee competencies.

3. Online Training

The Company involved employees in online/virtual training programs held internally as well as with third parties.

No.	Jenis Pelatihan Type of Training	Jumlah Pelatihan Total of Training	Jumlah Peserta Total Participants	% Pelatihan Per Jenis Pelatihan % Training per Type of Training	% Peserta per jenis pelatihan % Participants per Type of Training
1	Pelatihan In-House In-House Training	46	470	14,70	9,87
2	Pelatihan Umum Public Training	6	10	1,92	0,21
3	Pelatihan Online Online Training	261	4280	83,39	89,92
Jumlah Total		313	4760	100	100

Rincian Pelatihan Karyawan Tahun 2021 Berdasarkan Jenis

Details of Employee Training in 2021 Based on Type of Training

Pelatihan In-House In-House Training	
Kick Off / Initial Cleaning of SMBR Innovation	Kick Off / Initial Cleaning of SMBR Innovation
Pelatihan In-House Investigasi & Evaluasi Jalan Beton Emplasmant	In-House Training on Investigation & Evaluation of Concrete Road Emplacement
Pelatihan In-House / Workshop Cold Splicing Batch 1	In-House Training/Workshop on Cold Splicing Batch 1
Pelatihan In-House / Workshop Cold Splicing Batch 2	In-House Training/Workshop on Cold Splicing Batch 2
Pelatihan In-House AutoCAD	In-House Training on AutoCAD
Pelatihan In-House Recording Digital Marketing	In-House Training on Digital Marketing Recording
Pelatihan In-House / Workshop Cold Splicing Batch 3 & 4	In-House Training/Workshop on Cold Splicing Batch 3 & 4
Pelatihan In-House & Knowledge Share Digital Lab (aplikasi Zoom)	In-House Training & Knowledge Sharing on Digital Lab (Zoom application)
Pelatihan In-House Make-up Beauty	In-House Training on Make-Up Beauty

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Pelatihan In-House Implementasi Recording & Studio Baturaja	In-House Training on Implementation of Baturaja Recording & Studio
Pelatihan In-House / Workshop GKM & SS batch 1-2	In-House Training/ Workshop on GKM & SS Batch 1-2
Pelatihan In-House / Workshop Alignment Coupling Batch 1	In-House Training/ Workshop on Alignment Coupling Batch 1
Pelatihan In-House / Workshop Alignment Coupling Batch 2	In-House Training/ Workshop on Alignment Coupling Batch 2
Pelatihan In-House & Sertifikasi Pemadam Kebakaran Kelas D	In-House Training & Certification on Class D Fire Extinguisher
Pelatihan In-House Total Productive Maintenance	In-House Training on Total Productive Maintenance
Pelatihan In-House Maintenance Procedure & Repair untuk MV Drive & LV Drive	In-House Training on Maintenance Procedures & Repair for MV Drive & LV Drive
Pelatihan In-House Penyusunan Makalah TKPMN	In-House Training on TKPMN Paper Compilation
Workshop Program Matching Fund Vokasi Kemendikbudristek	Workshop on Vocation Matching Fund of the Ministry of Education, Culture, Research & Technology
Pelatihan In-House Total Productive Maintenance Batch III & IV	In-House Training on Total Productive Maintenance Batch III & IV
Pelatihan In-House Total Productive Maintenance Batch V & VI	In-House Training on Total Productive Maintenance Batch V & VI
Pelatihan In-House Total Productive Maintenance Batch VII & VIII	In-House Training o Total Productive Maintenance Batch VII & VIII
Pelatihan In-House Total Productive Maintenance Batch 9 & 10	In-House Training o Total Productive Maintenance Batch IX & X
Pelatihan In-House Penggunaan Aplikasi SMART Inspection Batch 1	In-House Training on Utilization of SMART Inspection Application Batch 1
Pelatihan In-House Penggunaan Aplikasi SMART Inspection Batch 2	In-House Training on Utilization of SMART Inspection Application Batch 2
Pelatihan In-House Total Productive Maintenance Batch 11 & 12	In-House Training o Total Productive Maintenance Batch XI & XII
Pelatihan In-House Operational Expert Optimizer	In-House Training on Operational Expert Optimizer
Pelatihan In-House / Workshop Alignment Coupling Batch 3	In-House Training/Workshop on Alignment Coupling Batch 3
Pelatihan Publik Public Training	
Sertifikasi K3 Teknisi / Petugas Pemeriksaan Pengujian Bidang Pesawat Angkat Angkut	Certification of OHS Technicians/Officials in Inspection of Lifting Aircraft Testing
Bimtek PERPRES No. 16 Tahun 2018 dan ujian sertifikasi pengadaan barang dan jasa berbasis komputer	Technical Guidance of PERPRES No. 16 of 2018 and computer-based certification testing on procurement of goods and services
Diklat & Uji Kompetensi Pelaksanaan Peledakan pada Tambang Terbuka Mineral & Batubara (Juru Ledak Kelas II)	Education-Training & Competency Test on the Implementation of Explosives in Mineral & Coal Open Mines (Class II Explosives)
Pembinaan Perizinan Berbasis Risiko, Pengangkutan dan Pelimbahan Zat Radioaktif untuk Kegiatan Pengukuran dan Uji Tak Rusak	Coaching on Risk-Based Licensing, Transport and Waste of Radioactive Substance for Activities on Measurement and Damage Testing
Sertifikasi Juru Ukur Tambang	Certification for Mine Surveyor
Pelatihan Online Online Training	
Pelatihan Online SMBR Inovasi	Online Training on SMBR Innovation
Pelatihan Online Diklat Audit Manajemen Keselamatan Pertambangan	Online Training (Education and Training Center) Program on Mining Safety Management Audit
Pelatihan Online Incremental Innovation	Online Training on Incremental Innovation
Pelatihan Online Baturaja Risk Containment	Online Training on Baturaja Risk Containment
Pelatihan Online Marketing 5,0	Online Training on Marketing 5.0
Pelatihan Online Safety Leadership	Online Training on Safety Leadership
Pelatihan Online Baturaja Risk Containment	Online Training on Baturaja Risk Containment
Undangan Webinar Kata Milenial	Webinar Invitation on Kata Milenial
Pelatihan Online Semen Geopolimer	Online Training on Geopolymer Cement



Pelatihan Online Recent Tax Policies Development & Strategies to Face Current Tax Issues	Online Training on Recent Tax Policy Development & Strategies to Face Current Tax Issues
Pelatihan Online & Certified Operational Marketer in Service	Online Training & Certified Operational Marketer in Service
Pelatihan Online Safety Leadership Program Batch 2	Online Training Safety Leadership Program Batch 2
Pelatihan Online Baturaja Risk Containment Batch 5	Online Training Baturaja Risk Containment Batch 5
Pelatihan Online Baturaja Risk Containment Batch 6	Online Training on Baturaja Risk Containment Batch 6
Pelatihan Online Penyusunan PCR & EDP Industri	Online Training on Preparation for Industrial PCR & EDP
Pelatihan Online Potensi Aplikasi GGBFS (Slag) pada Cement & Beton untuk Marine Struktur dan High Risk Building di Indonesia	Online Training on The Potential of GGBFS (Slag) Application on Cement & Concrete for Marine Structure and High-Risk Building in Indonesia
Pelatihan Online Baturaja Risk Containment Batch 7	Online Training on Baturaja Risk Containment Batch 7
Pelatihan Online Baturaja Risk Containment Batch 8	Online Training on Baturaja Containment Batch 8
Pelatihan Online Sharing Knowledge Produk Turunan Semen Mortar	Online Training on Sharing Knowledge of Mortar Cement Product Derivatives
Pelatihan Online Tantangan dan Peluang Pengelolaan Pelabuhan untuk Peningkatan Efisiensi Distribusi Barang	Online Training on Challenges and Opportunities of Port Management to Improve Efficiency in Distribution of Goods
Pelatihan Online Form Kertas Kerja dan Teknik Analisis Komite Anggaran Primary Activities Batch 1	Online Training on Work Paper Form and Analysis Technique of the Budget Committee Primary Activities Batch 1
Pelatihan Online Form Kertas Kerja dan Teknik Analisis Komite Anggaran Primary Activities Batch 2	Online Training on Work Paper Form and Analysis Technique of the Budget Committee Primary Activities Batch 2
Pelatihan Online Form Kertas Kerja dan Teknik Analisis Komite Anggaran Primary Activities Batch 3	Online Training on Work Paper Form and Analysis Technique of the Budget Committee Primary Activities Batch 3
Pelatihan Online Workshop Tax Forum BUMN 2021 Pengisian SPT 1770S Vs LHKPN	Online Training/Workshop on 2021 BUMN Tax Forum – Filling Out SPT 1770S vs LHKPN
Pelatihan Online Lajata Milenial Chapter 2	Online Training on Lajata Milenial Chapter 2
Pelatihan Online Lajata Milenial Chapter 3	Online Training on Lajata Milenial Chapter 3
Pelatihan Online Webinar People Development Through Gamification	Online Training – Webinar on People Development Through Gamification
Pelatihan Online Safety Leadership Program Batch 3	Online Training on “Safety Leadership Program Batch 3”
Pelatihan Online Baturaja Risk Containment batch 9	Online Training on Baturaja Risk Containment Batch 9
Pelatihan Online Baturaja Risk Containment batch 10	Online Training on Baturaja Risk Containment Batch 10
Pelatihan Online Lajata Milenial Chapter 4	Online Training on Lajata Milenial Chapter 4
Pelatihan Online Core Values Akhlak BUMN Batch 1	Online Training on BUMN's AKHLAK Core Values Batch 1
Pelatihan Online Penerapan Dasar Management Risiko Batch 1	Online Training on Basic Implementation of Risk Management Batch 1
Webinar Program Vokasi Untuk Kebangkitan Ekonomi Setelah Pandemi Covid-19	Webinar on Vocation Program for Economic Resurrection Following Covid-19 Pandemic
Instruktur Pelatihan Online Core Values Akhlak BUMN Batch 2	Online Instructors' Training on BUMN's AKHLAK Core Values Batch 2
Instruktur Pelatihan Online Core Values Akhlak BUMN Batch 2	Online Instructors' Training on BUMN's AKHLAK Core Values Batch 2
Pelatihan Online Verifikasi dan Perhitungan TKDN	Online Training on Verification and Calculation of TKDN
Webinar Understanding New Legal Requirements	Webinar on “Understanding New Legal Requirements”
Pelatihan Online Core Values Akhlak BUMN Batch 3 s/d 23	Online Training on BUMN's AKHLAK Core Values Batch 3 to 23
Pelatihan Online Perancangan Sistem Manajemen Kinerja Berbasis Kompetensi	Online Training on Designing the Competency-Based Performance Management System
Pelatihan Online Certified Operational Marketer in Service	Online Training on Certified Operational Marketer in Service
Pelatihan Online Basic ABAP Development SAP S/4HANA	Online Training on Basic ABAP Development of SAP S/4HANA

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Human Resources

Pelatihan Online Aplikasi Service Desk Batch 1 s/d 10	Online Training on Service Desk Application Batch 1 to 10
Pelatihan Online Tingkatkan Tata Kelola BUMN melalui Integrasi data Perpajakan	Online Training on Increasing BUMN Governance Through Integration of Tax Data
Pelatihan Online ODOO Development	Online Training on ODOO Development
Pelatihan Online Memahami Perubahan Peraturan Pajak Pph 21 serta Kaitannya dengan Sistem Payroll SAP	Online Training on Understanding the Changes in Tax Regulation Pph 21 and Its Relation to the SAP Payroll System
Pelatihan Online dan sertifikasi Diklat Impelementasi Sistem Manajemen Keselamatan Pertambangan	Online Training and Certification of Education-Training on the Implementation of the Mining Safety Management System
Online Training Pelumas Pertamina	Online Training on Pertamina Crude Oil
Pelatihan Online dan Sertifikasi Operator Mobile Crane	Online Training and Certification on Mobile Crane Operator
Pelatihan Online Green Concrete For Sustainability Application dan Future	Online Training on Green Concrete for Sustainability Application and Future
Pelatihan Online Inovasi Beton	Online Training on Concrete Innovation
Pelatihan Online Learn & Share ICRI Penerapan AFR di SIG	Online Training on Learn & Share ICRI Implementation of AFR in SIG
Pelatihan Online Auditor Internal ISO 50001:2018	Online Training on ISO 50001-2018 Internal Auditor
Pelatihan Online Dasar Penerapan Management Risiko Batch 2 s/d 6	Online Training on the Basics of Risk Management Implementation Batch 2 to 6
Pelatihan Online Safety Leadership Program Batch 4 s/d 6	Online Training on Safety Leadership Batch 4 to 6
Pelatihan Online Baturaja Risk Contaiment Batch 11 s/d 18	Online Training on Baturaja Risk Containment Batch 11 to 18
Pelatihan Online Indonesian Conference dan Competition safety & health	Online Training on the Indonesian Safety and Health Conference & Competition
Pelatihan Online Safety Leadership Program Batch 7	Online Training on Safety Leadership Program Batch 7
Pelatihan Online Innovation Award 2021	Online Training on 2021 Innovation Award
Sertifikasi PPPA & POPA	Certification of PPPA & POPA
Pelatihan Online Brand Operation Certification	Online Training on Brand Operation Certification
Pelatihan Online Update Pajak UU Cipta Kerja & Peraturan Pajak Terbaru	Online Training on Tax Regulation Updates on the Latest Job Creations Law & Tax Regulations
Pelatihan Online Aplikasi E-Learning Learning	Online Training on E-Learning Learning Application
Pelatihan Online & Workshop Tax Forum BUMN 2021 Tax Management SPT PPh Badan yang Sesuai dengan Insentif Pajak Pandemi Covid-19 & UU Omnibus Law Ciptaker	Online Training & Workshop on 2021 BUMN Tax Forum – SPT PPh Tax Management In Accordance with Tax Incentives related to Covid-19 Pandemic & Omnibus Job Creations Law
Pelatihan Online/Seminar Mewujudkan BUMN Jasa Keuangan dan Asuransi yang Sehat dan Berdaya Saing	Online Training/Seminar on Creating BUMN Sound and Competitive Financial and Insurance Services
Pelatihan Online Indonesia International ITSM Summit 2021 The Pathway to Successful Digital Transformation with ITSM	Online Training on 2021 Indonesia International ITSM Summit The Pathway to Successful Digital Transformation with ITSM
Pelatihan Online Internalisasi Core Values Akhlak BUMN Batch 24-25	Online Training on Internalization of BUMN's AKHLAK Core Values Batch 24-25
Pelatihan Online Beton Apung & Geopolimer	Online Training on Floating Concrete & Geopolymer
Pelatihan Online BUMN Digital Behaviour dan Mindset	Online Training on BUMN Digital Behavior and Mindset
Pelatihan Online Digilearn Data Science	Online Training on Digilearn Data Science
Pelatihan Online IOT, How It Can Impact to Business	Online Training on IOT, How It Can Impact Business
Pelatihan Online Pelatihan Pemahaman dan Implementasi Sistem Manajemen Anti Penyuapan Berdasarkan ISO 37001:2016	Online Training on Understanding and Implementation of Anti-Bribery Management System Based on ISO 37001:2016
Pelatihan Online Pelatihan Awareness & Integration Management Sistem SNI ISO 31000 : 2018	Online Training on Awareness & Integration of Management System SNI ISO 31000:2018
Pelatihan Online Pelumas Mobil	Online Training on Automotive Oil



Pelatihan Online Software Tambang 3DMine	Online Training on 3DMine Mining Software
Pelatihan Online Learn & Share ICRI Pemanfaatan Limbah B3 dari Oil & Gas Company	Online Training on Learn & Share ICRI – Utilization of B3 Waste from Oil & Gas Companies
Pelatihan Online Tantangan dan Peluang Penggunaan FAN yang Efisien dalam Industri	Online Training on Challenges and Opportunities in Efficient Use of FAN in Industries
Pelatihan Online Learn & Share ICRI Pemanfaatan AFR	Online Training on Learn & Share ICRI – Utilization of AFR
Pelatihan Online Sharing Session Women's Leader Empowerment	Online Training on Sharing Session on Women's Leader Empowerment
Webinar Talent Management and People Development BUMN	Webinar on BUMN Talent Management and People Development
Pelatihan Online Kiln Alignment	Online Training on Kiln Alignment
Pelatihan Online Diklat Implementasi Sistem Manajemen Keselamatan Pertambangan	Online Training (Education-Training) on the Implementation of Mining Safety Management System
Pelatihan Online Pemanfaatan AFR di PT Semen Baturaja (Persero) Tbk	Online Training on the Utilization of AFR in PT Semen Baturaja (Persero) Tbk
Pelatihan Online Pembahasan Draft RSKKNI Teknisi Pemeliharaan Mesin dan Teknisi Pemeliharaan Listrik	Online Training on Discussion of the RSKKNI Draft Regarding Machinery Maintenance Technician and Electrical Maintenance Technician
Pelatihan Online Kiat Menurunkan Emisi Karbon dari Sumber Industri	Online Training on Tips to Reduce Carbon Emission from the Industry Sources
Pelatihan Online CCNA - Fast Track - Routing and Switching: Mastering Series	Online Training on CCNA-Fast Track- Routing and Switching: Mastering Series
Pelatihan Online Review USKP ABCD Tax Forum BUMN	Online Training on Review of BUMN USKP ABCD Tax Forum
Pelatihan Online Refreshment Training SAP Sub Modul Travel Management	Online Training Refreshment Training on SAP Sub-Module Travel Management
Pelatihan Online Refreshment Training SAP Sub Modul CO	Online Training Refreshment Training on SAP Sub-Module CO
Webinar Nasional New Normal Dengan Blended Learning	National Webinar on the New Normal with Blended Learning
Pelatihan Online dan Sertifikasi Pengendalian Pencemaran Udara PPPU & POPU	Online Training and Certification on PPPU & POPU Air Pollution
Pelatihan Online dan Sertifikasi Pengendalian Pencemaran Limbah B3	Online Training and Certification on B3 Waste Pollution Control
Pelatihan Online dan Sertifikasi Komunikasi & Psikologi Audit	Online Training and Certification on Audit Communication & Psychology
Pelatihan Online dan Sertifikasi Dasar-dasar Audit	Online Training and Certification on Audit Basics
Pelatihan Online How Bim Solve Everything	Online Training on How Bim Solve Everything
Pelatihan Online Modul Project Management	Online Training on Project Management Module
Pelatihan Online dan Sertifikasi Manager LB3	Online Training and Certification for LB3 Managers
Pelatihan Online dan Sertifikasi Operator LB3	Online Training and Certification for LB3 Operator
Pelatihan Online Executive Development Program	Online Training on Executive Development Program
Pelatihan Online Onboarding Commisioner	Online Training on On-boarding Commissioners
Webinar International Universitas Mahakarya Asia	International Webinar of Universitas Mahakarya Asia
Webinar Good Ethics, Good Business	Webinar on Good Ethics, Good Business
Pelatihan Online Pemanfaatan Waste Material untuk Aplikasi High Performance Concrete sebagai Beton Ramah Lingkungan	Online Training on Utilization of Waste Material for Concrete High Performance Application as Environmentally Friendly Concrete
Online Training Diklat Pemenuhan dan Uji Kompetensi Bagi Pengawas Operasional Pertama (POP) pada Pertambangan	Online Training (Education-Training) on Fulfillment and Competency Testing for First Operational Supervisor (POP) in Mining
Pelatihan Online Learn dan Share Penggunaan Design Print sebagai Validasi Ide Inovasi	Online Training on Learn and Share the Utilization of Design Print as Innovation Idea Validation

Sumber Daya Manusia

Human Resources

Pelatihan Online Participant Fee Sertifikasi Business Management	Online Training on Participant Fee for Business Management Certification
Pelatihan Online Refreshment Training SAP Sub Modul SD (Sales and Delivery Order)	Online Training – Refreshment Training on SAP Sub-Module SD (Sales and Delivery Order)
Pelatihan Online Unifying Corporation	Online Training on Unifying Corporation
Pelatihan Online Refreshment Training SAP Sub Modul FM	Online Training – Refreshment Training on SAP Sub-Module FM
Pelatihan Online System Analysis & Design Fundamentals	Online Training on Syatem Analysis & Design Fundamentals
Pelatihan Online Refreshment Training SAP Sub Modul MM	Online Training – Refreshment Training on SAP Sub-Module MM
Pelatihan Online Prospek Pemanfaatan Sampah Kota Sebagai Bahan Bakar Alternatif Menuju Pengelolaan Yang Berkelanjutan	Online Training on Prospects of Utilizing Municipal Waste as Alternative Fuel Towards Sustainable Management
Pelatihan Online Executive Development Program	Online Training on Executive Development Program
Pelatihan Online Bimtek KPK	Online Training on KPK Technical Guidance
Pelatihan Online Teknik Audit Internal Sistem Managemen SNI ISO 19011 : 2018	Online Training on Internal Audit Technique in SNI ISO 19011:2018 Management System
Pelatihan Online SPI BUMN	Online Training on BUMN SPI
Pelatihan Online Claim Management	Online Training on Claim Management
Webinar TFB 2021 - KUPAS Tuntas Dampak Perubahan Aturan Perpajakan pada Rancangan UU KUP	2021 TFB Webinar – Thorough Analysis on the Impact of Tax Reforms in the KUP Bill
Sosialisasi Pengelolaan Limbah Bahan Berbahaya dan Beracun dan Limbah Non B3 berdasarkan PP 22 Tahun 2021 dan Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 6 Tahun 2021 menuju Indonesia Tangguh, Indonesia Tumbuh	Socialization of Hazardous and Toxic Waste Management and Non-B3 Waste based on PP 22 Regulation of 2021 Towards Indonesia Resilient, Indonesia Grows.
Pelatihan Online Kick Off Meeting Pelatihan Supply Chain Management	Online Training – Kick Off Meeting of Supply Chain Management Training
Pelatihan Online Kick Off Meeting Pelatihan Commercial Management	Online Training – Kick Off Meeting of Commercial Management Training
Pelatihan Online Going Global BUMN Infra	Online Training on BUMN Infra Going Global
Pelatihan Online Sharing Session Digital Talent	Online Training -- Sharing Session on Digital Talent
Pelatihan Online Pengenalan Beton untuk Konstruksi Dermaga Apung dan Penerapan Teknologi Beton Apung Modular	Online Training on Introduction to Concrete for Floating Port Construction and the Implementation of Concrete Technology in Modular Floating Concrete
Pelatihan Online Learn & Share I2RI "Implementasi Virtual Design Construction" (VDC)	Online Training on Learn & Share I2RI "Implementation of Virtual Design Construction (VDC)"
Pelatihan Online Claim Management	Online Training on Claim Management
Pelatihan Online Diteksi & Pencegahan Korupsi	Online Training on Detection & Prevention of Corruption
Pelatihan Online Pencegahan Penyuapan Di Industri Jasa Keuangan	Online Training on Bribery Prevention in the Financial Services Industry
Pelatihan Online Tanggung Jawab Komite Audit Saat Perseroan Tersangkut Masalah Hukum Terkait Laporan Keuangan	Online Training on the Responsibilities of the Audit Committee At Time the Company is Involved in Legal Case Related to the Financial Statements
Pelatihan Online Dasar-dasar Audit Batch 1	Online Training on the Fundamentals of Audit Batch 1
Pelatihan Online Dasar-dasar Audit Batch 2	Online Training on the Fundamentals of Audit Batch 2
Pelatihan Online Dasar-dasar Audit Batch 3	Online Training on the Fundamentals of Audit Batch 3
Pelatihan Online Dasar-dasar Audit Batch 4	Online Training on the Fundamentals of Audit Batch 4
Pelatihan Online Modul HCM SAP	Online Training on HCM SAP Module
Pelatihan Online Analisis Beban Kerja	Online Training on Work Load Analysis
Pelatihan Online Certified Profesional in General Affair	Online Training on Certified Professionals in General Affairs
Webinar Development Centers	Webinar on Development Centers



Pelatihan Online Sosialisasi dan Bimbingan Teknik Pengisian Wajib Laporan Ketenagakerjaan di Perusahaan dalam Jaringan	Online Training on Socialization and Technical Guidance on Mandatory Report on Manpower within Company in Network
Pelatihan Online Learning Program FLI on Cyber Security	Online Training on FLI Learning Program on Cyber Security
Pelatihan Online Refreshment SAP Sub Modul PP	Online Training – Refreshment Training o SAP Sub-Module PP
Pelatihan Online Manajerial Untuk Pengawas dan Pengurus Koperasi	Online Training on Managerial Training for Supervisors and Caretakers of Cooperatives
Instruktur Sharing Manajemen Inovasi	Instructor Sharing on Innovation Management
Pelatihan Online Learn & Share I2RI Implementasi Lean Construction	Online Training on Learn & Share I2RI Implementation of Lean Construction
Pelatihan Online Project Management	Online Training on Project Management
Pelatihan Online Diklat Pemenuhan dan Uji Kompetensi bagi Pengawas Operasional Pertama (POP) pada Pertambangan	Online Training of Education and Training Center on the Fulfillment & competency Testing for First Operation Supervisors (POP) in Mining
Pelatihan Online Diklat Sertifikasi Operator Mobile Crane	Online Training of Education & Training Center on Certificatio for Mobile Crane Operator
Pelatihan Online/Workshop Metode Kalibrasi Peralatan untuk Penjaminan Mutu Produk Industri	Online Training/Workshop on Equipment Calibration Method for Industrial Product Quality Guarantee
Pelatihan Online Penulisan Makalah	Online Training on Paper Composing
Webinar Empowering the Country Through Toll Road Connectivity	Webinar on Empowering the Country Toll Road Connectivity
Pelatihan Online Corporate Culture Specialist	Online Training on Corporate Culture Specialist
Pelatihan Online Tuberkulosis Online Peningkatan Kapasitas Klinik Swasta Angkatan I	Online Training on Tuberculosis Online – Increasing Capacity of Private Clinic Batch I
Pelatihan Supply Chain Management	Training on Supply Chain Management
Pelatihan Online Participant Fee Sertifikasi Business Management	Online Training on Participant Fee for Business Management Certification
Pelatihan Online Commercial Management	Online Training on Commercial Management
Webinar TFB 2021 - Strategi Mitigasi Risiko Transaksi di Kawasan Berikat	2021 TFB Webinar on Mitigation Strategies on Transactional Risks in Berikat Area
Pelatihan Online Pembuatan dan Editing Video Workshop Technical Meeting Workshop Seleksi Penghargaan Rintisan Teknologi Industri 2021	Online Training on the Video Production and Editing Workshop Technical Meeting Workshop on Award Selection for 2021 Technology Industry Start-Ups
Pelatihan Online Pengenalan Enterprise Architecture Untuk Pemula	Online Training on the Introduction to Enterprise Architecture for Beginners
Pelatihan Online Arahan Teknologi	Online Training on Technology Directions
Pelatihan Online Ekspo Profesi Keuangan Tahun 2021	Online Training on 2021 Financial Professions Expo
Pelatihan Online Modul Risk Management	Online Training on Risk management Module
Pelatihan Online Bahasa Java Pempograman Java Fundamental & Java Springboot	Online Training on the Javanese Language – the Programming of Java Fundamentals and Java Springboot
Webinar TFB 2021 – Dampak Implementasi UU-HPP	2021 TFB Webinar on The Impact of HPP Law Implementation
Pelatihan Online/Workshop Penghargaan RINTEK 2021	Online Training/Workshop on 2021 RINTEK Awards
Pelatihan Online BIMTEK Akbar BSKJI Seri 3 Self-Assessment Sertifikasi Industri Hijau	Online Training on Technical Guidance of BSKJI Series 3 Self-Assessment for Green Industry Certification
Pelatihan Online Learn & Share I2RI Membangun Konektivitas dengan Semen yang Ramah Lingkungan	Online Training on Learn & Share I2RI Developing Connectivity with Environmentally Friendly Cement
Moderator Learn & Share I2RI Membangun Konektivitas dengan Semen yang Ramah Lingkungan	Moderator of Learn & Share I2RI on Developing Connectivity with Environmentally Friendly Cement
Pelatihan Online Yuk, Nyicil Menulis Sustainability Report	Online Training on Lets Start Gradually Writing Sustainability Report
Pelatihan Online Strategy	Online Training on Strategy

Sumber Daya Manusia

Human Resources

Pelatihan Online Penyusunan HIRARC	Online Training on Composing HIRARC
Pelatihan Online Dasar-dasar Audit Batch 5	Online Training on the Fundamentals of Audit Batch 5
Pelatihan Online Perkembangan Inovasi Keuangan Digital dan Waspada Investasi Ilegal Di Indonesia	Online Training on the Development of Digital Finance Innovation and Be Aware of Illegal Investment in Indonesia
Pelatihan Online Executive Development Program (EDP) Batch 2	Online Training on Executive Development Program (EDP) Batch 2
Pelatihan Online & Sertifikasi Pengelolaan Tugas-tugas Audit	Online Training & Certification for Administrators of Audit Duties
IHT Audit Berbasis Risiko	Risk-Based IHT Audit
Dasar-dasar Audit batch 6	The Fundamentals in Audit Batch 6
Dasar-dasar Audit batch 7	The Fundamentals in Audit Batch 7
Dasar-dasar Audit Batch 8	The Fundamentals in Audit Batch 8
Kontribusi Internal Audit Dalam Menjaga Etika & Integritas Untuk Mencapai Tujuan perusahaan	Contribution of Internal Audit in Maintaining Ethics & Integrity to Achieve Company Goals
Cross Country Learning Session For Business	Cross Country Learning Session for Business
Executive Development Program (EDP) Batch 2	Executive Development Program (EDP) Batch 2
Diklat Pemenuhan dan Uji Kompetensi Pengawas Operasional Utama (POU) pada Pertambangan	Education-Training Center on the Fulfillment and Testing of Competency of Main Operational Supervisor (POU) in Mining
Learn & Share I2RI "Pemanfaatan Teknologi RFID"	Learn & Share I2RI "Utilization of RFID Technology"
Webinar Software TAS & TRB	Webinar on TAS & TRB Software
BIMTEK Self-Assessment INDI 4.0	BIMTEK (Technical Guidance) on INDI 4.0 Self-Assessment
Presentasi Temu Karya Mutu & Produktivitas Nasional XXV	Presentation of the XXV National Quality & Productivity Meeting
Pelatihan Online "Solusi Drone untuk Inspeksi di Area Risiko Tinggi"	Online Training "Drone Solution for Inspection in High Risk Areas"
Kick Off Modul Tanelnt & Knowledge Management 2021	Kick-Off of 2021 Talent & Knowledge Management Module
Modul Talent & Knowledge Management 2021	2021 Talent & Knowledge Management
Festival Layanan Medis dan Tradisional Terstandar	Festival on Standardized Medical and Traditional Service
Peresmian Layanan Baru RS. Pertamina Plaju	Official Launching of Pertamina Plaju Hospital New Services
The 3rd Indonesia Human Capital Summit 2021	The 3rd Indonesia Human Capital Summit 2021
Instruktur SAP-HCM Modul Training	SAP-HCM Instructor Training Module
SAP-HCM Modul Training	SAP-HCM Training Module
Sosialisasi Pekerja Perempuan	Socialization of Female Workers
Konsolidasi Kebijakan Kota Tanggap Ancaman Narkoba bagi BUMN, BUMD dan Dunia Usaha/Lingkungan Swasta	Consolidation of the Policies on Drug-Responsive City for BUMN, BUMD (Regional State-Owned Enterprises) and the Business/Private Sector Environment
Pelatihan Modul Risk Management	Training on Risk Management Module
Sinergi untuk Negeri	Synergy for the Country
Instruktur Pelatihan SAP Modul SD	Instructors' Training on SAP SD Module
Pelatihan SAP Modul SD	Training on SAP SD Module
Digital Marketing in Digital World	Digital Marketing in Digital World



Biaya Pengembangan Kompetensi Karyawan

Pada tahun 2021, Perseroan merealisasikan biaya pengembangan kompetensi untuk karyawan sebesar Rp850.638.428. Nilai tersebut setara dengan 99,96% target yang telah ditetapkan yakni sebesar Rp850.980.928. Adapun rincian realisasi dibandingkan dengan target per bidang pelatihan adalah sebagai berikut.

Employee Competency Development Expense

In the year 2021, the Company actualized the total expense on competency development employees which amounted to Rp850,638,428. This amount is equivalent to 99.96% of the target set at Rp850,980,928. Details of the realization and the targets for each of the training field are described below.

Bidang Pelatihan Training Field	2021			2020				2019		
	Target Target	Realisasi Realization	%		Target Target	Realisasi Realization	%	Target Target	Realisasi Realization	%
Bidang Teknik dan Operasi Engineering and Operation	439.109.688	439.109.688	100	Bidang Teknik dan Operasi Engineering and Operation	296.498.059	287.648.060	97	1.159.331.221	954.176.069	82
Bidang Manajemen & Lainnya Management & Others	411.871.240	411.528.740	100	Bidang Manajemen Management	1.298.913.093	1.290.478.093	99	4.112.152.454	3.185.292.066	77
				Bidang Akuntansi dan Keuangan Accounting & Finance	16.300.000	16.300.000	100	88.000.000	9.000.000	10
				Bidang Adm. Umum General Administration	12.500.000	12.500.000	100	37.450.000	33.500.000	89
				Bidang Komputer Computer	9.750.000	9.750.000	100	30.000.000	20.000.000	67
				Bidang Bahasa Asing Foreign Language	-	-	0	102.200.000	102.200.000	100
				Bidang Kehumasan Public Relations	17.250.000	17.250.000	100	9.000.000	-	0
				Bidang Umum Lainnya Other General Fields	82.333.186	82.333.186	100	40.590.239	36.490.239	90
Total	850.980.928	850.638.428	100		1.733.544.338	1.716.259.339	99	5.578.723.914	4.340.658.374	78

Rencana Pengembangan SDM Tahun 2022

Perseroan telah menyiapkan rencana pengembangan SDM pada tahun depan. Di antaranya, membentuk organisasi SRIKANDI SMBR yang mulai efektif pada tanggal 2 Januari 2022. Organisasi tersebut menjadi wadah bagi perempuan untuk saling mendukung, membangun kapabilitas, mampu beradaptasi serta menjaga keseimbangan perannya dengan menjunjung tinggi kesetaraan gender, sehingga karyawan dapat berkarya dan berprestasi di BUMN.

Terkait hal tersebut, Perseroan memang belum memiliki organisasi perempuan. Dengan demikian, perlu dilakukan pembentukan organisasi SRIKANDI SMBR dalam rangka mendukung dan mewadahi aspirasi perempuan di PT Semen Baturaja (Persero) Tbk.

Plans for 2022 HR Development

The Company has prepared plans for HR development in the coming year. Among them, is to establish the SRIKANDI SMBR organization, effective as of 2 January 2022. The organization is a forum for women to support each other, develop capabilities, adaptive as well as maintain balance in their roles with upholding on the principle of gender equality, so that female employees can be creative and become achievers in BUMN.

In this regard, the Company has no women's organization as such. Thus, establishing SRIKANDI SMBR organization is necessary in the context of supporting and providing the forum to accommodate women's aspiration in PT Semen Baturaja (Persero) Tbk.

Teknologi Informasi dan Komunikasi

Information Technology and Communication



“

Information and Communication Technology (ICT) memudahkan dan meningkatkan efektivitas proses komunikasi, pengambilan keputusan serta pelaksanaan kegiatan operasional. Selain itu, ICT juga merupakan peranti yang menghasilkan dan mengelola aset berupa data dan informasi berharga milik Perseroan.

The presence of ICT facilitates and increases the effectiveness of the processes in communication, decision-making and implementation of operational activities. In addition, ICT is a device that generates and manages assets in the form of valuable data and information owned by the Company.

”

Teknologi informasi dan komunikasi atau *Information and Communication Technology (ICT)* di lingkungan PT Semen Baturaja (Persero) Tbk (“Perseroan”) merupakan salah satu aset vital. ICT menjadi sarana yang krusial untuk memastikan rencana bisnis dan *Key Performance Indicator (KPI)* Perseroan tercapai sesuai dengan yang telah ditetapkan.

Information and communication Technology (ICT) within the environment of PT Semen Baturaja (Persero) Tbk (“Company”) is one of the company’s vital assets. ICT has become a crucial facility to ensure the Company’s business plan and Key Performance Indicator (KPI) are achieved as determined.



Kehadiran ICT memudahkan dan meningkatkan efektivitas proses komunikasi, pengambilan keputusan serta pelaksanaan kegiatan operasional. Selain itu, ICT merupakan peranti yang menghasilkan dan mengelola aset berupa data dan informasi berharga milik Perseroan.

Mengingat pentingnya ICT tersebut, Perseroan telah menetapkan arah kebijakan pengembangannya. Ke depan pengelolaan ICT Perseroan mengarah pada industri 4.0 melalui pemanfaatan teknologi *internet of things* (IoT), *artificial intelligence*, otomasi pabrik serta *digital platform* bisnis.

Landasan Hukum dan Rujukan

Dalam melakukan pengelolaan ICT, Perseroan memperhatikan beragam landasan hukum dan rujukan. Di antaranya adalah:

1. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas
2. The Indonesia Good Corporate Governance Manual, OJK-International Financial Corporation, 2014
3. Peraturan Menteri BUMN Nomor 1 Tahun 2011 tentang Pedoman Penerapan Good Corporate Governance di Lingkungan Badan Usaha Milik Negara
4. Peraturan Menteri BUMN Nomor 3 Tahun 2018 tentang Panduan Penyusunan Tata Kelola Teknologi Informasi Badan Usaha Milik Negara
5. Pedoman Good Corporate Governance PT Semen Baturaja (Persero) Tbk
6. Kebijakan dan Pedoman Governance Risk and Compliance (GRC) Terpadu PT Semen Baturaja (Persero) Tbk
7. Pedoman Sistem Manajemen Semen Baturaja (SMSB)
8. Rencana Jangka Panjang Perusahaan (RJPP) PT Semen Baturaja (Persero) Tbk Tahun 2020-2024
9. Control Objective for IT (COBIT), ISACA
10. PER-02/MBU/2013 tentang Panduan Penyusunan Pengelolaan Teknologi Informasi Badan Usaha Milik Negara
11. Arahan Pemegang Saham Tahun 2021 dalam bidang IT
12. Perpres Nomor 54 Tahun 2018 tentang Strategi Nasional Pencegahan Korupsi

The presence of ICT facilitates and increases the effectiveness of the processes in communication, decision-making and implementation of operational activities. In addition, ICT is a device that generates and manages assets in the form of valuable data and information owned by the Company.

Considering the importance of ICT, the Company established its development policy direction. Going forward, the Company's ICT management is moving towards 4.0 through the utilization of internet of things (IoT), artificial intelligence, plant automation as well as business digital platform.

Legal Basis and Reference

In managing ICT, the Company takes into account various legal basis and references. Among others, they are as follows:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies
2. The Indonesia Good Corporate Governance Manual, OJK-International Financial Corporation, 2014
3. Ministry of BUMN Regulation No. 1 of 2011 on the Implementation Guidelines of Good Corporate Governance in State-Owned Enterprises Environment
4. Ministry of BUMN Regulation No. 3 of 2018 on the Guidelines to Establishing Information Technology Governance in State-Owned Companies.
5. Good Corporate Governance Guidelines of PT Semen Baturaja (Persero) Tbk
6. Policy and Guidelines of the Integrated Governance Risk and Compliance (GRC) of PT Semen Baturaja (Persero) Tbk
7. Guidelines of the Management System of Semen Baturaja (SMSB)
8. Company's Long-Term Plans (RJPP) of PT Semen Baturaja (Persero) Tbk of 2020-2024
9. Control Objective for IT (COBIT), ISACA
10. PER-02/MBU/2013 on the Guidelines on Establishing Information Technology Management of State-Owned Enterprises
11. 2021 Directives of the Shareholders in the field of IT
12. Presidential Decree Number 54 of 2018 concerning National Strategy for Corruption Prevention

Tata Kelola Teknologi Informasi dan Komunikasi

Perseroan memahami pentingnya kesadaran tentang arti penting dan sifat kritis dari ICT yang perlu dimiliki oleh seluruh jajaran manajemen dan karyawan. Dengan kesadaran seperti itu, akan tercipta kehati-hatian dan upaya mengoptimalkan investasi, pemanfaatan dan penggunaan ICT. Hal tersebut ditujukan agar Perseroan terhindar dari berbagai ancaman, kegagalan dan kerugian yang tidak kehendaki, baik yang berasal dari dalam (*internal fraud*) maupun dari luar Perseroan (*external crime*).

Berdasarkan kondisi tersebut, Perseroan menyusun suatu tata kelola ICT (*ICT governance*) dalam kegiatan operasional, perencanaan dan pengembangan. Perseroan telah menerapkan tata kelola TI yang terus direvisi dan diperbaharui menyesuaikan dengan perkembangan teknologi yang terjadi.

Ruang lingkup Pedoman Tata Kelola ICT Perseroan mengatur hal-hal mengenai pengelolaan dan penggunaan layanan ICT tentang:

1. Prinsip, kerangka kerja tata kelola dan struktur organisasi ICT.
2. Kebijakan mengenai sumber daya ICT, mencakup:
 - a. Sumber daya Informasi;
 - b. Layanan, infrastruktur, dan aplikasi/*software* ICT;
 - c. Sumber daya manusia (keahlian dan kompetensi).
3. Kebijakan pengelolaan ICT, yaitu kebijakan mengenai operasional dan pengembangan.
4. Ketentuan dan standar etika pengelolaan dan penggunaan layanan ICT.

Tata kelola ICT Perseroan juga mencakup prinsip dan komponen yang wajib diperhatikan bagi pengurus dan pejabat ICT dalam merencanakan, mengembangkan dan mengelola ICT Perseroan. Adapun prinsip dan komponen tersebut diurai dalam tabel berikut ini:

Prinsip dan Komponen Tata Kelola ICT

Principles and Components of ICT Governance

No.	Prinsip Tata Kelola Governance Principles	Komponen Tata Kelola Governance Component
1	Terpenuhinya kebutuhan para pemangku kepentingan Fulfillment of stakeholders' needs	Proposisi Nilai ICT SMBR SMBR ICT Value Proposition
2	Menunjang kegiatan seluruh grup (<i>from end-to-end</i>) Support activities of entire group (<i>from end-to-end</i>)	Perencanaan Planning
3	Berdasarkan pada satu kerangka kerja terpadu di seluruh grup Based on one integrated framework in the entire group	Proses pengelolaan ICT (pengembang dan pengoperasian) ICT management process (development and operation)
4	Memungkinkan Perseroan menerapkan pendekatan yang bersifat holistik terhadap berbagai aspek kegiatan Allows the company to implement a holistic approach on the various aspects of Company activities	Manajemen risiko dan keberlanjutan layanan ICT Risk management and sustainability of ICT services
5	Memisahkan dengan jelas antara pengambil keputusan, pelaksana, dan pengawas ICT Clear separation between ICT decision-maker, executor and supervisor	Pengendalian, pengawasan/pemantauan dan evaluasi kinerja Control, supervision/monitoring and performance evaluation

Information Technology and Communication Governance

The Company understands the importance of awareness on the importance and critical characteristics of ICT that require all levels of the management and employees. Such awareness will generate prudence and efforts to maximize investment, the benefits and utilization of ICT. This is intended so that the Company can avoid various threats, failures and losses, both that come from the inside (*internal fraud*) as well as those from the outside of the Company (*external crime*).

Based on such conditions, the Company established an ICT governance in its operational, planning and development activities. The Company implements IT governance that is continuously reviewed and updated in accordance with occurring technological development.

The scope of the ICT Governance Guidelines regulates all matters on the management and use of ICT services regarding the following:

1. The principle, governance framework and organizational structure of ICT.
2. Policy on ICT resources, which include:
 - a. Information resource;
 - b. ICT Services, infrastructure, and application/*software*;
 - c. Human resource (expertise and competency)
3. Policy on ICT management, namely policy on operation and development
4. Provisions and standards of ethics in the management and utilization of ICT services.

The Company's ICT governance also covers the principles and components of which all ICT administrators and officials are compulsory to be concerned with regarding the planning, developing and managing the company's ICT. The principles and components are described in the following table:



Terkait dengan komponen tata kelola ICT Perseroan, penjelasan lebih rincinya diuraikan sebagai berikut:

1. Proposisi Nilai ICT SMBR

Proposisi nilai (*value proposition*) adalah komitmen atau janji yang akan diberikan dari sudut pandang pelanggan (*customer*) internal maupun eksternal bahwa apa yang akan diberikan tersebut berharga atau memiliki nilai (*value*) bagi pelanggan.

Adapun *value* yang wajib dihasilkan oleh ICT SMBR adalah:

- Layanan yang memberikan nilai bisnis
- Keandalan layanan
- Dukungan layanan 24/7
- Layanan yang lebih efisien karena *economic of scale*
- Layanan yang responsif terhadap kebutuhan pengembangan layanan baru
- Keberlanjutan usaha

2. Perencanaan

A. Rencana Jangka Panjang ICT

Perencanaan jangka panjang ICT untuk 5 (lima) tahun wajib disusun oleh fungsi ICT Perseroan dan dituangkan dalam bentuk dokumen ICT Master Plan (ICTMP). ICTMP diajukan kepada Direksi untuk mendapat pengesahan. Selanjutnya, ICTMP diimplementasikan setiap tahun sesuai dengan rencana kinerja dan jangka waktu yang telah ditetapkan dalam ICTMP.

ICTMP ini wajib direviu setiap tahun untuk memastikan kesesuaiannya terhadap:

- Visi, Misi dan Rencana Jangka Panjang Perusahaan (RJPP) SMBR
- Kondisi operasional SMBR dan persaingan industri semen
- Realisasi implementasi dan kondisi layanan ICT
- Perkembangan teknologi dan manajemen

Berdasarkan hasil revidi, jika diperlukan, dapat dilakukan penyesuaian terhadap ICTMP. Setiap perubahan tersebut harus mendapat persetujuan dari Direksi.

B. Rencana Kerja dan Anggaran Tahunan

Berdasarkan ICTMP dan kondisi operasional ICT, setiap tahun fungsi ICT wajib membuat:

- Rencana Kerja Tahunan
- Kebutuhan Anggaran Operasional Tahunan
- Rencana Investasi (*Capital Expenditure* atau Capex) Tahunan

Regarding the Company's ICT governance components, below are more detailed descriptions:

1. Proposition of SMBR ICT Value

The value proposition is a commitment or promise to be provided from internal as well as external customer's point of view, that what is to be given is valuable or has a value for the customer.

The values that must be generated by SMBR ICT are as follows:

- Services that provide business value
- Service credibility
- 24/7 service support
- More efficient services due to economic scale
- Responsive services to the needs for new service development
- Business sustainability

2. Planning

A. ICT Long-Term Plans

ICT long-term plans for 5 (five) years is mandatory to be established by the Company's ICT function and presented in the form of ICT Master Plan (ICTMP) document. ICTMP is implemented every year in line with the work plan and term period set forth in the ICTMP.

ICTMP must be reviewed annually to ensure its suitability on the following:

- Vision, Mission and Company's Long-Term Plans (RJPP) of SMBR
- SMBR operational and competition conditions within the cement industry
- Realization of ICT implementation and service conditions
- Technology and management development

Based on review results, if required, adjustments can be revised on the ICTMP. Each change must be approved by the Board of Directors.

B. Annual Work Plans and Budget

Based on ICTMP and ICT operational condition, every year the ICT function must produce the following:

- Annual Work Plan
- Annual Operational Budget Requirements
- Annual Investment Plan (*Capital Expenditure* or Capex)

Teknologi Informasi dan Komunikasi

Information Technology and Communication

Rencana kerja, anggaran operasional dan investasi diajukan kepada Direksi untuk mendapatkan persetujuan sebagai bagian dari RKAP.

Untuk mengukur keberhasilan kegiatan pengembangan dan operasional ICT, fungsi ICT menyusun, menetapkan dan mengukur pencapaian KPI sesuai dengan sistem manajemen kinerja Perseroan. Penyusunan KPI dilakukan setiap tahun dan pengukuran dilakukan setiap bulan atau setiap periode tertentu sesuai karakteristik KPI.

3. Proses Pengelolaan ICT SMBR (Pengembangan dan Pengoperasian)

Agar dapat memberikan nilai (*value*) kepada pelanggannya seperti yang dituliskan dalam *value proposition*, proses bisnis ICT wajib dirancang sesuai serta responsif terhadap kebutuhan bisnis Perseroan dan seluruh grup. Ketentuan rinci mengenai pengembangan dan pengoperasian ICT SMBR dijabarkan dalam Masterplan IT 2022-2026.

Sumber daya ICT wajib dikelola secara efektif untuk menghasilkan nilai yang optimal bagi Perseroan. Sumber daya yang dimaksud adalah sumber daya informasi, infrastruktur dan aplikasi, dan sumber daya manusia.

a. Sumber Daya Informasi

Sumber daya informasi adalah data, informasi, dan pengetahuan/praktik terbaik yang menjadi milik Perseroan yang tersimpan dalam sistem ICT SMBR, baik di Perseroan maupun di pihak ketiga yang dipercayakan untuk penyimpanannya.

b. Sumber Daya Infrastruktur dan Aplikasi

Sumber daya berupa infrastruktur dan aplikasi ICT di Perseroan mencakup: ICT infrastruktur, aplikasi/*software*, lisensi dan *source code*.

c. Sumber Daya Manusia

Manusia adalah sumber daya yang sangat penting bagi Perseroan karena manusia sekaligus pengambil keputusan, pengelola dan pengguna ICT.

Pemenuhan kebutuhan dan pengembangan keahlian dan kompetensi sumber daya manusia terkait ICT dilaksanakan sesuai dengan (*in align with*) kebijakan pengelolaan SDM Perseroan.

Work plan, operational and investment budget are proposed to the Board of Directors for approval as part of the Company Work Plan and Budget (RKAP).

To measure the success of ICT development and operational activities, the ICT function prepares, establishes and measures the KPI achievement in accordance with the Company performance management system. Composing the KPI is conducted annually and measured monthly or at certain periods in line with the KPI characteristics.

3. SMBR ICT Management Process (Development and Operation)

In order to be able to generate value for the customers as written in the Value proposition, ICT business process must be designed in accordance with and responsive to the business needs of the Company and the entire group. Detailed provisions on the development and operation of SMBR ICT are described in the IT 2022-2026 Master Plan.

ICT resources must be managed effectively in order to produce optimum value for the Company. Resources, in this respect refer to information, infrastructure and application, and human resource.

a. Information Resources

Information resources are data, information, and knowledge/best practices owned by the Company which are stored within the SMBR ICT system, both in the company as well as in third parties entrusted for storage.

b. Infrastructure and Application Resources

The resources of ICT infrastructures and applications in the Company include: ICT infrastructure and applications/*software*, licenses and source code.

c. Human Resources

The human being is a very important resource for the Company as the humans are altogether responsible for decision making, management and use of ICT.

Fulfillment of the needs and development of expertise and competency of the human resources related to ICT is carried out in align with the Company HR management policies.



4. Manajemen Risiko dan Keberlanjutan Layanan ICT

Keberlanjutan usaha Perseroan turut ditentukan oleh keandalan sistem dan teknologi informasi dan komunikasi yang dimiliki Perseroan. Untuk itu, manajemen keberlanjutan diterapkan secara efektif dalam pengelolaan ICT.

Kerangka kerja manajemen risiko ICT diselaraskan dengan kerangka kerja Perseroan. Proses manajemen risiko mencakup langkah-langkah:

- Komunikasi dan konsultasi dengan para pihak yang berkepentingan
- Penetapan Konteks Risiko ICT SMBR
- Identifikasi Risiko ICT
- Analisis Risiko ICT
- Evaluasi Risiko ICT
- Penanganan Risiko ICT
- Pemantauan

Eksposur atau tingkat risiko ICT ditentukan berdasarkan tingkat kemungkinan (*likelihood*) terjadinya suatu risiko dan nilai dampaknya (*impact*). Skala penilaiannya disesuaikan dengan ketentuan/ kebijakan manajemen risiko Perseroan.

Perseroan menetapkan ketentuan dan standar terkait manajemen risiko dan ICT *service continuity management* mencakup:

- Incident Management*
- Problem Management*
- Information Security Management*
- Disaster Recovery*

5. Pengendalian, Pengawasan/Pemantauan dan Evaluasi Kinerja

Pengendalian, pengawasan/pemantauan dan evaluasi atas kegiatan investasi, pengelolaan dan pemanfaatan ICT Perseroan wajib dilaksanakan secara teratur dan terpadu, dan pelaksanaannya dilakukan berjenjang oleh Direktur yang membawahi ICT Perseroan, para pejabat terkait, tim dan gugus tugas, termasuk *project management*, di berbagai tingkatan di seluruh Perseroan.

4. Risk Management and Sustainability of ICT Services

The Company's sustainable business is also decided by the credibility of the information and communication system and technology available in the Company. For this purpose, sustainable management is implemented effectively in managing ICT.

The ICT risk management framework is aligned with the framework of the Company. The risk management process includes the following steps:

- Communication and consultation with various parties of interest
- Establishing SMBR ICT Risk Context
- Identification of ICT Risks
- ICT Risk Analysis
- ICT Risk Evaluation
- ICT Risk Handling
- Monitoring

ICT risk exposure or level is determined based on the likelihood of a risk to occur and the impact value. The scale of evaluation is adjusted with the Company's risk management provisions/policies.

The Company established the provisions and standards related to risk management and ICT service continuity management that include the following:

- Incident Management
- Problem Management
- Information Security Management
- Disaster Recovery

5. Control, Supervision/Monitoring and Evaluation of Performance

Control, supervision/monitoring and evaluation of activities concerning the Company's ICT investment, management and utilization is mandatory to be conducted regularly and integratedly, and its implementation is carried out in stages by the Director supervising the Company's ICT, related officials, task force and team, including project management, in various levels throughout the Company.

Fokus ICT di 2021

Berikut adalah fokus ICT Perseroan untuk tahun buku yang telah disesuaikan dengan rencana bisnis Perseroan.

1. Digitalisasi proses bisnis

Terus meningkatkan digitalisasi proses bisnis dengan mengembangkan aplikasi-aplikasi terintegrasi dan *tools* pendukung manajemen dalam mengelola Perseroan, melakukan analisa dan mengambil keputusan. Perseroan juga meningkatkan digitalisasi melalui integrasi sistem dengan pihak ketiga seperti perbankan, *transporter* dan lainnya yang dapat mempercepat proses dan lebih transparan.

2. Kontinuitas Sistem

Perseroan terus menjaga dan meingkatkan kontinuitas sistem dengan membangun *Disaster Recovery Center* (DRC) yang merupakan salah satu langkah dalam memitigasi risiko kegagalan sistem.

3. Peningkatan IT *Maturity Level*

Dalam rangka meningkatkan kualitas pelayanan dan pengelolaan IT di Perseroan, perbaikan terus dilakukan dalam pelayanan dan pengelolaan IT dengan mengadopsi *framework* COBIT 2019 sebagai standar IT *Maturity Level* yang selaras dengan yang dicanangkan oleh Kementerian BUMN.

4. Mempersiapkan sistem untuk mendukung INDI 4.0

Mempersiapkan kematangan sistem dalam mendukung terlaksananya Industri 4.0 sesuai dengan panduan dari Kementerian BUMN yaitu berlandaskan INDI 4.0. Perseroan telah menyusun program-program untuk menuju ke arah INDI 4.0 dimana salah satunya telah dilaksanakan di tahun 2021 yaitu penerapan *Artificial Intelligence* (AI) dalam proses produksi.

ICT Focus in 2021

Following are the focus points of the Company's ICT for the fiscal year as adjusted in line with the Company's business plan.

1. Business Process Digitalization

Continue to improve the digitalization of business process by developing integrated applications and management-supporting tools in managing the Company, conduct analysis and make decisions. The Company also increases digitalization through system integration with third parties such as banking, transporter and others in order to accelerate the process and become more transparent.

2. System Continuity

The Company continually maintain and improve the continuity of the system by developing the Disaster Recovery Center (DRC) as one of the steps to mitigate the system's risk of failure.

3. Improvement of IT *Maturity Level*

In the context of improving the quality of services and management of IT in the Company, improvements are continously applied in the services and management of IT by adopting the 2019 COBIT framework as the IT maturity Level standard in line with the standards set in the Ministry of BUMN.

4. System Preparation to Support INDI 4.0

Preparing the system's maturity in support of Industry 4.0 in accordance with the guidelines from the Ministry of BUMN, namely based on INDI 4.0. The Company has prepared programs with direction towards INDI 4.0 where one of the programs is on the implementation of Artificial Intelligence (AI) in the production process.



Pencapaian Penting Tahun 2021

Sepanjang tahun 2021, Perseroan telah menyelesaikan sejumlah pencapaian penting, yaitu:

1. Menyelesaikan Master Plan IT 2022 – 2026
2. Menyelesaikan Assessment Maturity COBIT 2019
3. Menyelesaikan Implementasi Server DRC
4. Menyelesaikan Interkoneksi DC to DR
5. Implementasi IT Asset Management
6. Implementasi Aplikasi Build ID
7. Implementasi Aplikasi Easy Access
8. Implementasi Integrasi Sistem dengan Bank
9. Menyelesaikan Assessment INDI 4.0

Pelaksanaan Inisiatif dan Pengembangan ICT 2021

Sepanjang tahun 2021, Perseroan merealisasikan 14 inisiatif di bidang ICT yang dikelompokkan ke dalam tiga kelompok inisiatif yaitu bidang pengembangan sistem, bidang pengembangan jaringan dan server, dan bidang *governance*. Dari ke-14 inisiatif tersebut, sebanyak 11 (sebelas) inisiatif telah selesai dikembangkan pada tahun buku. Sementara tiga sisanya masih dalam status *carry over*. Adapun rinciannya disajikan dalam tabel berikut.

Important Achievements in 2021

During the year 2021, the Company has accomplished a number of important achievements, namely as follows:

1. Completion of IT Master Plan 2022-2026
2. Completion of 2019 COBIT maturity Assessment
3. Completion of DRC Server Implementation
4. Completion of DC to DR Interconnection
5. Implementation of IT Asset Management
6. Implementation of Build ID Application
7. Implementation of Easy Access Application
8. Implementation of System Integration with Banks
9. Completion of INDI 4.0 Assessment

Implementation of 2021 ICT Initiatives and Development

Throughout the year 2021, the Company realized 14 ICT initiatives categorized into three groups, namely in system development, network and server development, and governance. 11 (eleven) of the 14 (fourteen) initiatives were completed during the fiscal year. While the status of the three remaining are carried over. Details of initiatives are presented in the table below.

Tabel Pelaksanaan Inisiatif dan Pengembangan ICT 2021

Table: Implementation of ICT Initiatives and Development in 2021

Kelompok Inisiatif Field Group Initiative	Nama Inisiatif Name of Initiative	Uraian Description	Status Status
Bidang Pengembangan Sistem Field of System Development	Aplikasi E-Learning SMBR SMBR E-Learning Application	Aplikasi pembelajaran atau training secara online untuk internal Perseroan dan dapat diakses setiap saat. Aplikasi ini telah diluncurkan pada bulan Januari 2021. Learning application or online training for the company's internal parties and may be accessed at any time. The application was launched in January 2021.	Selesai Completed
	Aplikasi Easy Access Easy Access Application	Aplikasi HR mobile ini berfungsi untuk memfasilitasi absensi online, pengajuan dan approval izin dan cuti, lembur, call out serta berita atau pengumuman dari Perseroan. Easy access di-launching pada 30 Juli 2021 sesuai dengan rencana, dan terus dikembangkan dengan fitur-fitur tambahan lainnya. This Mobile HR Application functions to facilitate online attendance, request and approval for permission and leave, overtime, call out as well as news and announcement from the Company. Easy Access was launched in 30 July 2021 in accordance with the plans, and continuously developed with other additional features.	Selesai Completed
	Dashboard Management Accounting & Procurement Accounting & Procurement Management Dashboard	Aplikasi yang menyediakan dashboard untuk management accounting, analisa sales & revenue, monitoring angkutan dan ketersediaan bahan baku (inventory), dan vendor performance. Progress pekerjaan telah selesai dan terus dikembangkan penambahan fitur-fitur sesuai kebutuhan user. The application provides a dashboard for accounting management, sales & revenue analysis, transport monitoring and inventory of raw materials, and vendor performance. Work progress is completed and is continually developed with additional features as needed by users.	Selesai Completed
	Aplikasi Build ID Build ID Application	Aplikasi publik di mana menyediakan marketplace bahan bangunan, jasa arsitektur dan tukang. Pada tanggal 30 September 2021, telah dilakukan soft launching aplikasi di play store oleh Direktur Pemasaran dan Direktur Umum & SDM. Public application that provides the marketplace for building materials, architecture and worker services. On 30 September 2021, the application was soft-launched on the play store, officiated by the Director of Marketing and Director of General Affairs & HR.	Carry Over

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Kelompok Inisiatif Field Group Initiative	Nama Inisiatif Name of Initiative	Uraian Description	Status Status
	<i>Bank Integration</i> Bank Integration	Integrasi aplikasi dengan bank terkait penerimaan pembayaran faktur distributor dan pembayaran kepada vendor. Progress pengembangan aplikasi per Desember 2021 ialah telah mencapai tahap live trial dengan beberapa distributor dan target komisioning pada bulan Januari 2022. Application integration with banks related to receipt of invoice payments from distributors and payments to vendors. Progress in the application development as of December 2021 has reached the live trial stage with several distributors and target commissioning in January 2022.	Carry Over
	Integrasi Aplikasi Marketplace UMKM Padi BUMN Integration of UMKM Padi BUMN Marketplace Application	Aplikasi ini merupakan program Kementerian BUMN untuk mendukung pengusaha UMKM guna memasarkan barang dan jasa melalui marketplace dimana mayoritas konsumennya adalah BUMN. This application is BUMN Ministry's program to support UMKM (Micro, Small and Medium-Scale Business) with their marketing of goods and services through the marketplace where the majority of the consumers is BUMN.	Selesai Completed
	Pengembangan Aplikasi Risk Management System Development of Risk Management System Application	Pengembangan aplikasi RMS tahap 2, meliputi penambahan fitur evaluasi, dashboard terintegrasi, penyesuaian dengan kebijakan manajemen risiko Perseroan. Development of RMS application stage-2 includes the additional feature of evaluation, integrated dashboard, adjustments to the Company's risk management policies.	Carry Over
Bidang Pengembangan Jaringan dan Server Field of Network and Server Development	Optimalisasi Keamanan Jaringan Optimization of Network Security	Implementasi firewall fortigate di site Lampung untuk memonitoring dan mempermudah dalam mengelola jaringan. Implementation of firewall fortigate in Lampung site to monitor and make it easier for network management.	Selesai Completed
	Penggantian Router Change in Router	Mengganti router di Baturaja dan di Palembang yang sudah obsolent dan dipasang dengan router yang telah mengikuti perkembangan teknologi. Change the obsolete routers in Baturaja and Palembang and replaced with up-to-date routers to keep up with technology development.	Selesai Completed
	Koneksi Jaringan Data Centre (BSD), Site Palembang, Site Baturaja Data Network Center Connection (BSD), Palembang Site, Baturaja Site	Membuat jalur koneksi untuk koneksi server DRC dari Data Center, site Palembang dan site Baturaja. Establish the connection path for DRC server connection from the Data Center, in Palembang site and Baturaja site.	Selesai Completed
	Implementasi Server DRC DRC Server Implementation	Mengimplementasikan server DRC sebagai server backup untuk mengurangi risiko kehilangan data jika terjadi bencana. Implement the DRC server as back-up server to reduce the risk of loss-data if disaster occurs.	Selesai Completed
Bidang Governance Field of Governance	Masterplan IT IT Master Plan	Telah dibuat Masterplan IT periode tahun 2022 – 2026. IT Master Plan for the period of 2022-2026 is established	Selesai Completed
	Asesment Maturity Level IT IT Maturity Level Assessment	Telah dilakukan asesment maturity Level IT menggunakan COBIT 2019. An assessment was conducted on the IT maturity level using COBIT 2019.	Selesai Completed
	SOP dan Instruksi Kerja Work SOP and Instructions	Telah dilakukan pembuatan atau perubahan SOP yang telah disesuaikan dengan Struktur Organisasi terbaru. SOP was established and amended in adjustment to the latest Organizational Structure.	Selesai Completed



Demografi Personel ICT

Hingga 31 Desember 2021, Perseroan didukung oleh 19 personel di bidang ICT. Sebanyak 15 orang atau 83% di antaranya adalah personel laki-laki dan sisanya yakni 4 orang atau 17% merupakan personel perempuan.

Berikut adalah profil demografi personel ICT Perseroan.

Kelompok Karyawan Employee Group	Jumlah (orang) Amount (person)
Vice President	1
Senior Manager	2
Manager	4
Junior Manager	7
Non Staf Non-Staff	4
Kontrak Contract	1
Total	19

ICT Personnel Demography

Until 31 December 2021, the Company was supported by 19 personnel in the ICT field. As many as 15 persons or 83% are male and remaining 4 persons or 17% are female.

Following is demography profile of the Company's ICT personnel.

Rentang Usia Age Range	Jumlah (orang) Amount (person)
<26	0
26-30	9
31-35	4
36-40	5
41-55	1
Total	19

Biaya Pengembangan ICT

Pada tahun 2021, Perseroan merealisasikan anggaran sebesar Rp5,9 miliar untuk biaya pengembangan ICT. Rincian pemanfaatan dana adalah sebagai berikut:

ICT Development Expense

In the year 2021, the Company realized the total budget of Rp5.9 billion for ICT development costs. Details of the use of funds are as follows:

Rincian Investasi ICT Tahun 2021

Details of 2021 ICT Investment

No.	Anggaran Budget	Nilai Anggaran Budget Value	Pemanfaatan Utilization	Tujuan Purpose
1.	Pembelian Server DRC dan Implementation Purchase of DRC Server and Implementation	Rp4.475.000.000	Backup server SAP & non SAP Backup server SAP & non SAP	Mengurangi dampak kehilangan data jika terjadi disaster pada server SAP & non SAP. Reduce the impact of data loss if disaster occurs in SAP and non-SAP servers.
2	Jasa Sewa Link DRC 1 tahun DRC Link Rental Service (1 year)	Rp510.000.000	Koneksi antara site Inter-site connection	Menghubungkan jaringan backup di site Palembang, data center & site Baturaja. Connects back-up network on site in Palembang, data center and in Baturaja.
3	Penarikan Backup Listrik Back-up Electricity Power Draw	Rp60.000.000	Backup listrik Back-up electricity	Ketersediaan backup listrik untuk mengurangi down time server jika terjadi blackout. Availability of back-up electricity to reduce server down-time if blackout occurs.
4	Pengembangan Infrastruktur Infrastructure Development	Rp695.754.250	Optimalisasi jaringan Network optimization	Mengoptimalkan Ketersediaan jaringan pengguna. Optimization of users network availability.
5	Lisensi Microsoft Windows dan Office Microsoft Windows and Office License	Rp112.572.000	Penggunaan hardware yang berlisensi Use of licensed hardware	Kepatuhan terhadap peraturan perundang-undangan. Compliance with the laws and regulations.
6	Fasilitas Kerja Working Facilities	Rp26.550.000	Efisiensi waktu bekerja Work time efficiency	Membantu efektifitas pekerjaan. Support work effectiveness.
7	Jasa Pendampingan Penyusunan Master Plan IT 2022 – 2026 Assistant Services for Composing 2022-2026 IT Master Plan	Rp60.000.000	Master Plan IT IT Master Plan	Membuat arahan IT untuk SMBR 5 tahun ke depan. Established IT directives for SMBR in the next 5 years.
8	Assessment Maturity Level IT IT Maturity Level Assessment	Rp120.000.000	Maturity Level IT IT Maturity Level	Untuk mengukur maturity level IT tahun 2021. To measure IT maturity level in 2021.
9	Dashboard Business Continuity Plan Business Continuity Plan Dashboard	Rp300.000.000	Pembuatan Dashboard BCP Establishing BCP Dashboard	Untuk membuat dashboard BCP. To establish BCP dashboard.

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Tantangan Penerapan ICT

Pada tahun 2021, Perseroan memetakan beragam tantangan, terutama terkait dengan pandemi Covid-19 yang membuat proses pengembangan dan pembahasan implementasi lebih banyak dilakukan dengan *remote* dan *online*. Kondisi tersebut cukup memberikan pengaruh terhadap pelaksanaan pengembangan sistem.

Meskipun demikian, sebagai langkah untuk mengantisipasi hal tersebut, Perseroan mulai menerapkan protokol Covid-19 yang cukup memadai serta meningkatkan fasilitas pendukung untuk bekerja secara *remote*. Hal itu dilakukan dengan meningkatkan kualitas jaringan internet, menyediakan fasilitas *meeting online* dan melakukan *change management* dalam menghadapi perubahan pola dan cara kerja.

Kondisi pandemi juga menuntut Perseroan untuk meminimalisir biaya dan menjadi tantangan tersendiri bagi pengembangan ICT. Berdasarkan kondisi tersebut, pengembangan ICT Perseroan lebih banyak dilakukan secara mandiri oleh tim IT internal.

Adapun mitigasi yang dilakukan adalah dengan melakukan penyesuaian pola kerja akibat pandemi dan menerapkan *tools* aplikasi yang dapat membantu dalam menjalankan pola kerja baru yang terbentuk akibat pandemi. Selain itu, melakukan pengerjaan sistem secara mandiri dan peningkatan kompetensi personel.

Challenges in ICT Implementation

In the year 2021, the company mapped out various challenges, especially related to the Covid-19 pandemic that have caused development process and implementation discussion were more carried out remotely and online. Such a condition has sufficiently affected the system development.

Nevertheless, as a step to anticipate such condition, the Company began to implement adequate Covid-19 protocols and increased supporting facilities for remote working. This was carried out by improving the quality of the internet network, provide online meeting facilities and conduct change management in facing the change in working patterns and procedures.

The pandemic conditions also demand the company to minimize costs and become a challenge of its own for ICT development. Based on such condition, ICT development in the Company was more conducted independently by the internal IT team.

However, mitigation was carried out by adjusting the working patterns as affected by the pandemic and applied various application tools that help run the work patterns as a result of the pandemic. In addition, works on the system were conducted independently and improvement of personnel competencies were carried out.



Sistem Keamanan ICT

Sebagai upaya menjaga keamanan ICT, Perseroan memiliki ketentuan dalam pengelolaan dan penggunaan layanan ICT yang mencakup:

1. Ketentuan mengenai *user device*: hardware seperti *desktop, laptop, mobile device*, dan penggunaan software yang berlisensi maupun *free*.
2. Ketentuan mengenai *network*
3. Ketentuan mengenai aplikasi: *email, internet, account* dan *password*, serta pertukaran data

Rencana Strategi di Tahun 2022

Pada tahun 2022, Perseroan merencanakan strategi pengembangan ICT yang fokus pada pengembangan menuju ke arah INDI 4.0. Hal itu dilakukan melalui penerapan teknologi berbasis AI untuk pemeliharaan pabrik dengan *predictive maintenance*, menerapkan *intelligence logistic management*, serta meningkatkan digitalisasi proses bisnis melalui integrasi sistem dengan *stakeholder*.

Kemudian, penerapan *financial modelling system* untuk analisa yang lebih tepat dan digitalisasi proses lainnya. Atas seluruh rencana tersebut, Perseroan mengalokasikan dana sebesar Rp7 miliar, sesuai dengan rencana yang tertuang pada IT Masterplan Perseroan.

Perseroan juga akan merealisasikan rencana strategis ICT yang tertuang dalam Arsitektur Sistem Informasi Perseroan, yaitu:

- Peningkatan/pemutakhiran rantai pasok (SCM) untuk meningkatkan efisiensi *inbound inventory, outbound inventory* dan distribusi dengan menjalankan infrastruktur serta membangun aturan.
- Pengembangan *digital marketing* ke arah *omnichannel* dengan membangun *marketplace* dengan meningkatkan *crowd traffic* dengan cara sinergi dan kerja sama antarsesama BUMN Industri Semen/Bank dan juga dengan memanfaatkan media *online* Perseroan.
- Penyelarasan sistem anak usaha dengan bisnis utama induk Perseroan.

ICT Security System

As an effort to maintain ICT security, the Company has provisions in managing and using ICT services which include the following:

1. Provisions on user device, hardware such as desktop, laptop, mobile device, and use of licensed or free software.
2. Provisions on network
3. Provisions on understanding application: email, internet, account and password, data exchange

2022 Strategic Plan

In the year 2022, the Company plans for ICT development strategy to focus on development towards INDI 4.0. This is done through the implementation of AI-based technology for the maintenance of plants with predictive maintenance, applying intelligence logistic management, as well as increase digitalization of business process through system integration with stakeholders.

Subsequently, the implementation of financial modelling system is intended for more accurate analysis and other digitalization processes. For all of such plans, the Company allocated a Rp7 billion budget, in line with the plans reported in the Company IT Master Plan.

The Company also realized ICT strategic plans noted in the Company Information Architecture System, namely as follows:

- Improvement/update of the supply chain management (SCM) to increase the efficiency of inbound inventory, outbound inventory and distribution by implementing infrastructure and establish regulations.
- Development of digital marketing towards omnichannel by developing the marketplace through increasing the traffic crowd by means of synergizing and cooperation among BUMN of Cement/Bank Industry sectors and also by utilizing Company's online media.
- Systems alignment of subsidiaries with the main business of the parent Company.





Tata Kelola Perusahaan

Good Corporate Governance



Penerapan Tata Kelola Perusahaan

Corporate Governance Implementation



“

Untuk meningkatkan dan memaksimalkan penerapan tata kelola perusahaan yang baik secara berkelanjutan, Perseroan menyusun dan menerapkan *governance softstructure* yang dapat dijadikan acuan yang mengatur hubungan antar organ Perseroan dalam pelaksanaan tugas, tanggung jawab dan wewenang yang sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, prinsip-prinsip GCG, etika bisnis dan praktik-praktik terbaik.

To improve and maximize sustainable good corporate governance implementation, the Company establishes and implements governance soft-structure that serves as reference to regulating relations among Company organs in carrying out their duties, responsibilities and authorities in accordance with prevailing laws and regulations, GCG principles, business ethics and best practices.

”

Tata kelola perusahaan yang baik atau *Good Corporate Governance* (GCG) merupakan suatu proses dan struktur yang digunakan oleh organ Perseroan untuk meningkatkan keberhasilan usaha dan akuntabilitas PT Semen Baturaja Tbk (“Semen Baturaja”, “Perseroan”) guna mewujudkan nilai Pemegang Saham dalam jangka panjang (*sustainable*) dengan tetap memperhatikan kepentingan *Stakeholders* lainnya, berlandaskan peraturan perundang-undangan dan nilai-nilai etika.

Good Corporate Governance (GCG) is a process and structure used by Company organs to improve business achievements and accountability of PT Semen Baturaja Tbk (“Semen Baturaja”, “Company”) in order to actualize Shareholders’ long-term (sustainable) value by continually taking into account the interests of other Stakeholders, based on prevailing laws and regulations and ethical values.



Pedoman GCG Perseroan merupakan proses pengelolaan dan pengawasan atas Perseroan meliputi pembagian tugas, wewenang dan tanggung jawab, khususnya bagi Pemegang Saham, Dewan Komisaris dan Direksi. Pedoman ini merupakan bentuk komitmen PT Semen Baturaja (Persero) Tbk secara konsisten dalam mengelola Perseroan.

Perseroan telah memiliki Pedoman GCG yang ditetapkan melalui Surat Keputusan Direksi PT Semen Baturaja Nomor: PH.01.04/079.A/2005 tanggal 1 Agustus 2005 tentang Buku Pedoman *Good Corporate Governance* (GCG) PT Semen Baturaja (Persero) yang ditandatangani oleh Direktur Utama. Buku Pedoman *Good Corporate Governance* (GCG) Perseroan terakhir dimutakhirkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/114.A/2020.

Pedoman GCG Perseroan disusun dengan tujuan untuk:

1. Memaksimalkan nilai Perseroan dengan cara meningkatkan prinsip Keterbukaan, Akuntabilitas, Pertanggungjawaban, Kemandirian dan Kewajaran agar Perseroan memiliki daya saing yang kuat.
2. Mendorong pengelolaan Perseroan secara profesional, transparan dan meningkatkan kemandirian Organ Perseroan.
3. Mendorong Organ Perseroan dalam membuat keputusan yang lebih baik dan menjalankan aksi korporasi dengan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku, serta kesadaran akan adanya tanggung jawab sosial terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar Perseroan.

Pedoman GCG yang diimplementasikan dalam pengelolaan Perseroan mengacu pada peraturan perundang-undangan yang berlaku dan praktik-praktik terbaik (*Best Practices*) sehubungan dengan pengelolaan Perseroan. Ke depan, Pedoman GCG Perseroan ini terus diperbarui dan bersifat dinamis sesuai dengan perkembangan GCG terkini serta perubahan arah pengelolaan Perseroan ke arah yang lebih strategis.

The Company's GCG Guideline is the management and supervisory processes of the Company which cover the distribution of duties, authorities and responsibilities, specifically for the Shareholders, the Board of Commissioners and the Board of Directors. This Guideline is a form of consistent commitment of PT Semen Baturaja (Persero) Tbk in managing the Company.

The Company has a GCG Guideline established through Decision Letter of the Board of Directors No. PH.01.04/079.A/2005 dated 1 August 2005 regarding the Good Corporate Governance (GCG) Guideline of PT Semen Baturaja (Persero) signed by the President Director. The Company's last updated GCG Guidelines was set forth through the Board of Directors of PT Semen Baturaja (Persero) Tbk Decision Letter No. PH.01.04/114.A/2020.

The Company's GCG Guideline was set with the objectives as follows:

1. To maximize the Company's value by enhancing the principles of Transparency, Accountability, Independency and Fairness so that the Company retains strong competitiveness.
2. To encourage a professional and transparent management of the Company and increase the independency of the Company Organs.
3. To encourage the Company Organs to make better decisions and carry out corporate actions on the basis of high moral values and compliance with applicable laws and regulations, as well as the awareness of social responsibility towards stakeholders and the preservation of the environment surrounding the Company.

The GCG Guideline is implemented within the Company's management which refers to applicable laws and regulations and best practices relevant to the Company's management. Going forward, the Company GCG Guidelines will continue to be updated and remain dynamic in line with up-to-date GCG developments as well as changes toward a more strategic direction in the Company's management.

Penerapan Tata Kelola Perusahaan

Corporate Governance Implementation

Landasan Hukum Tata Kelola Perusahaan

Dalam menerapkan praktik Tata Kelola Perusahaan yang Baik (GCG), Perseroan berpedoman pada kebijakan Komite Nasional Kebijakan Governansi (KNKG) yang didirikan pada tanggal 30 November 2004 berdasarkan Keputusan Menteri Koordinator Perekonomian RI No. KEP-49/M.EKON/11/TAHUN 2004 Tentang Komite Nasional Kebijakan Governansi (KNKG) yang diperbarui dengan keputusan Menko Bidang Perekonomian RI No.44 Tahun 2021 tentang Komite Nasional Kebijakan Governansi (KNKG).

Peraturan lainnya yang menjadi landasan implementasi dan praktik GCG Perseroan adalah:

1. Undang-Undang Republik Indonesia Nomor 11 tahun 1980 tentang Tindak Pidana Suap;
2. Undang-Undang Republik Indonesia Nomor 8 tahun 1995 tentang Pasar Modal;
3. Undang-Undang Republik Indonesia Nomor 28 tahun 1999 tentang penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme;
4. Undang-Undang Republik Indonesia Nomor 20 tahun 2001 tentang Perubahan atas Undang-Undang Republik Indonesia Nomor 31 tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi;
5. Undang-Undang Nomor 19 tahun 2003 tentang Badan Usaha Milik Negara;
6. Undang-Undang Nomor 40 tahun 2007 tentang Perusahaan Terbatas;
7. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
8. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011, tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
9. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-02/MBU/02/2015 tentang Persyaratan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara;
10. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-10/MBU/10/2020 tentang Perubahan atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-02/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara;

Legal Basis of Corporate Governance

In implementing Good Corporate Governance (GCG), the Company is guided by the policies of National Committee of Governance Policy (KNKG), established on 30 November 2004 based on the Decision of the Coordinating Minister for the Economy of Republic of Indonesia No. KEP-49/M.EKON/11/2004 regarding the National Committee of Governance Policy (KNKG), amended based on the Decision of the Coordinating Minister for the Economy of Republic of Indonesia No. 44 of 2021 regarding the National Committee of Governance Policy (KNKG).

Other regulations as based for the implementation and practices of Company's GCG are as follows:

1. Law of the Republic of Indonesia No. 11 of 1980 on Bribery;
2. Law of the Republic of Indonesia No. 8 of 1995 on Capital Market;
3. Law of the Republic of Indonesia No. 28 of 1999 on the administration of a State that is Clean and Free from Corruption, Collusion and Nepotism;
4. Law of the Republic of Indonesia No. 20 of 2001 on Amendments to Law of the Republic of Indonesia No. 31 of 1999 concerning the Eradication of Corruption;
5. Law No. 19 of 2003 on State-Owned Enterprises;
6. Law No. 40 of 2007 on Limited Liability Companies;
7. State Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises;
8. State Minister of State-Owned Enterprises Regulation No. PER-09/MBU/2012 on Amendments to the Regulation of the State Minister of State-Owned Enterprises No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State Owned Enterprises;
9. State Minister of State-Owned Enterprises Regulation No. PER-02/MBU/02/2015 on Requirements Procedures for the Appointment and Dismissal of Members of Board of Commissioners and the Supervisory Board for State-Owned Enterprises;
10. State Minister of State-Owned Enterprises Regulation No. PER-10/MBU/10/2020 on Amendments to the regulation to the Regulation of the State Minister of State-Owned Enterprises No. PER-02/MBU/02/2015 on the Requirements, Procedures for the Appointment and Dismissal of Members of Board of Commissioners and the Supervisory Board for State-Owned Enterprises;



11. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-11/MBU/07/2021 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara;
12. Peraturan Bapepam X.K.2, Lampiran Keputusan Ketua Bapepam dan Lembaga Keuangan No: Kep-346/BL/2011 tanggal 5 Juli 2011, tentang Penyampaian Laporan Keuangan Berkala Emiten atau Perusahaan Publik;
13. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan publik;
14. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan publik;
15. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
16. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum;
17. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 31/POJK.04/2015 tentang Keterbukaan Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik;
18. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
19. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 29/POJK.04/2016, tentang Laporan Tahunan Bagi Emiten atau Perusahaan Publik;
20. Peraturan Otoritas Jasa Keuangan (POJK) Nomor: 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;
21. Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
22. Surat Edaran Otoritas Jasa Keuangan (POJK) Nomor 32/POJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
23. *OECD Principles of Corporate Governance*, 2004;
24. *The Asean Corporate Governance Scorecard* yang dirilis pada tahun 2012;
11. State Minister of State-Owned Enterprises Regulation No. PER-11/MBU/07/2021 on Requirements, Procedures for the Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises;
12. Regulation of the Capital Market and Financial Institution Supervisory Board X.K.2, Attachment of Bapepam Chairman's Decree No. Kep-346/BL/2011 dated 5 July 2011 on the Submission of the Periodic Financial Reports of Issuers or Public Companies;
13. Financial Services Authority (POJK) Regulation No. 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies;
14. Financial Services Authority (POJK) Regulation No. 35/POJK.04/2014 on Corporate Secretary of Issuers of Public Companies;
15. Financial Services Authority (POJK) Regulation No. 21/POJK.04/2015 on the Implementation of Corporate Governance Guidelines of Public Companies;
16. Financial Services Authority (POJK) Regulation No. 30/POJK.04/2015 on Reports on the Realization of the Use of Proceeds from Public Offering;
17. Financial Services Authority (POJK) Regulation No. 31/POJK.04/2015 on Transparency of Material Information or Fact by Issuers or Public Companies;
18. Financial Services Authority (POJK) Regulation No. 55/POJK.04/2015 on the Establishment and Guidelines for Work Implementation of the Audit Committee;
19. Financial Services Authority (POJK) Regulation No. 29/POJK.04/2016 on Annual Reports for Issuers or Public Companies;
20. Financial Services Authority (POJK) Regulation No. 15/POJK.04/2020 on the Planning and Organization of General Meeting of Shareholders of Public Companies;
21. Decision of the Secretary of BUMN Ministry No. SK-16/S.MBU/2012 dated 6 June 2012 on the Indicator/Parameter of Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises;
22. Financial Services Authority (POJK) Circular Letter No. 32/POJK.04/2015 on the Corporate Governance Guidelines in Public Companies;
23. *OECD Principles of Corporate Governance*, 2004;
24. *The Asean Corporate Governance Scorecard* released in the year 2012;

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25. Kebijakan Komite Nasional Kebijakan Governansi (KNKG) yang didirikan pada tanggal 30 November 2004 berdasarkan keputusan Menteri Koordinator Perekonomian RI No.KEP-49/M.EKON/11/ Tahun 2004 tentang Komite Nasional Kebijakan *Governance* (KNKG) yang diperbarui dengan keputusan Menko Bidang Perekonomian RI No: 44 Tahun 2021 tentang Komite Nasional Kebijakan Governansi (KNKG).

25. Policies of the National Committee of Corporate Policy established on 30 November 2004 based on the Decree of the Coordinating Minister for the Economy of the Republic of Indonesia No. KEP-49/M.EKON/11/2004 on the National Committee of Governance Policy, amended based on the Decree of the Coordinating Minister for the Economy of the Republic of Indonesia No. 44 2021 on the National Committee of Governance Policy.

Struktur Tata Kelola Perseroan

Mengacu pada Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, Organ Utama Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Masing-masing organ utama memiliki independensi dalam menjalankan tugas, fungsi dan tanggung jawab dalam menerapkan tata kelola perusahaan yang baik.

Organ utama Perseroan dibantu oleh organ pendukung yang bertugas untuk membantu organ utama dalam menjalankan tugas, fungsi dan tanggung jawab. Adapun organ pendukung Perseroan terdiri dari Komite Audit, Komite Manajemen Risiko dan Komite Nominasi dan Remunerasi, Division Corporate Secretary dan Division Internal Audit di bawah Direksi dan Eksternal Auditor di bawah RUPS. Adapun struktur tata kelola perusahaan Perseroan dapat dilihat dalam bagan berikut :

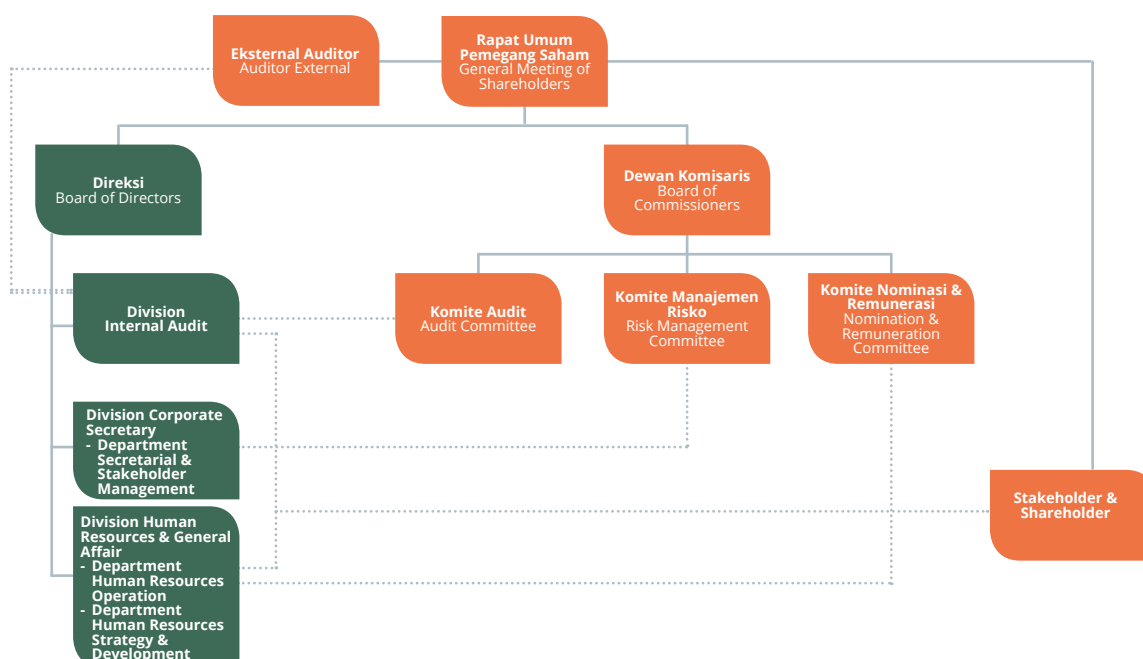
The Company's Out Corporate Governance Structure

Referring to Law No. 40 of Year 2007 on Limited Liability Companies, the Main Organs of the Company consist of the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. Each main organ retains its independency in carrying out its duties, functions and responsibilities in implementing good corporate governance.

The Company's main organs are assisted by supporting organs assigned to assist the main organs in carrying out their duties, functions and responsibilities. These supporting organs of the Company consist of the Audit Committee, Risk Management Committee, Nomination and Remuneration Committee, Corporate Secretary Division and Internal Audit Division under the Board of Directors and External Auditor under the General Meeting of Shareholders (GMS). The corporate governance structure is shown in the diagram below:

Struktur Tata Kelola Perusahaan

Corporate Governance Structure





Tujuan Penerapan Tata Kelola Perusahaan

Penerapan Tata Kelola Perusahaan di lingkungan Perseroan memiliki tujuan, antara lain:

1. Perseroan berupaya memaksimalkan Nilai Perusahaan dengan melaksanakan prinsip-prinsip Keterbukaan, Akuntabilitas, Tanggung Jawab, Kemandirian dan Kewajaran agar Perseroan memiliki daya saing yang tinggi di tengah tantangan usaha sejenis.
2. Mendorong pengelolaan Perseroan secara Profesional, Transparan dan Efisien serta memberdayakan fungsi dan meningkatkan kemandirian manajemen.
3. Mendorong agar manajemen dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku serta kesadaran adanya tanggung jawab sosial Perseroan terhadap *Stakeholders* serta menjaga kesesuaian dengan lingkungan di sekitar Perseroan.
4. Menjadi pedoman bagi seluruh Insan Semen Baturaja dalam menjalankan aktivitas Perseroan.

Prinsip-Prinsip Tata Kelola Perusahaan

Dalam menerapkan Tata Kelola Perusahaan, Perseroan berpedoman pada 5 (lima) prinsip yang meliputi Keterbukaan, Akuntabilitas, Tanggung Jawab, Kemandirian dan Kewajaran. Penerapan prinsip-prinsip tersebut bertujuan untuk mencapai pertumbuhan yang berkelanjutan (*Sustainable Growth*), seperti yang digambarkan dalam bagan berikut ini :



Objectives of Corporate Governance Implementation

The objectives of implementing Corporate Governance in the Company's surroundings, among others, are as follows:

1. In the effort to maximize Company Value, the Company implements the principles of Transparency, Accountability, Responsibility, Independency and Fairness so as to maintain high competitiveness amidst the challenges of similar businesses.
2. Encourage the Company's management to be Professional, Transparent and Efficient as well as empowering its functions and enhancing its management's independency.
3. Encourage the management in decision making and in taking actions based on high moral values and compliance with applicable laws and regulations as well as awareness of the Company's social responsibility to Stakeholders, and in maintaining conformity to the environment surrounding the Company.
4. Serve as guidelines for all Individuals of Semen Baturaja in carrying out Company's activities.

Principles of Corporate Governance

The Company implements corporate governance guided by 5 (five) principles which include Transparency, Accountability, Responsibility, Independency and Fairness. Implementation of these principles aims to accomplish sustainable growth, as illustrated in the chart below:

Penerapan Tata Kelola Perusahaan

Corporate Governance Implementation

Governance Soft-Structure

Untuk meningkatkan dan memaksimalkan penerapan tata kelola perusahaan yang baik secara berkelanjutan, Perseroan menyusun dan menerapkan *governance softstructure* yang dapat dijadikan acuan yang mengatur hubungan antar organ Perseroan dalam pelaksanaan tugas, tanggung jawab dan wewenang yang sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, prinsip-prinsip GCG, etika bisnis dan praktik-praktik terbaik.

Perseroan memiliki seperangkat kebijakan yang tercermin di dalam pedoman-pedoman yang dimiliki sebagai berikut:

1. Pedoman GCG yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/114.A/2020.
2. Board Manual yang disahkan bersama oleh Dewan Komisaris dan Direksi PT Semen Baturaja (Persero) Tbk pada Desember 2021.
3. Pedoman Perilaku (*Code of Conduct*) yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor : PH.01.04/009/2019.
4. Pedoman Pengendalian Gratifikasi yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor : PH.01.04/144/2020.
5. Pedoman Benturan Kepentingan (*Conflict of Interest*) yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor : PH.01.04/010/2019.
6. Pedoman Pengelolaan Informasi yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/011/2019.
7. Pedoman Manajemen Risiko yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/119.A/2020.
8. SOP Pelaporan Pelanggaran/*Whistleblowing System* yang disahkan oleh Direksi pada tanggal 1 Desember 2021.
9. SOP Uji Kelayakan yang disahkan oleh Direksi pada tanggal 2 Desember 2020.

Governance Soft-Structure

To improve and maximize sustainable good corporate governance implementation, the Company establishes and implements governance soft-structure that serves as reference to regulating relations among Company organs in carrying out their duties, responsibilities and authorities in accordance with prevailing laws and regulations, GCG principles, business ethics and best practices.

The Company has a set of policies which are reflected in the corporate guidelines as follows:

1. GCG Guideline, ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/114.A/2020.
2. Board Manual, jointly ratified by the Board of Commissioners and the Board of Directors of PT Semen Baturaja (Persero) Tbk on December 2021.
3. Code of Conduct as ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/009/2019.
4. Gratuity Control Guidelines as ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/144/2020.
5. Guidelines on Conflict of Interest as ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/010/2019.
6. Information Management Guidelines as ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/011/2019.
7. Risk Management Guidelines as ratified by the Decree of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/119.A/2020.
8. SOP for Reporting Violations/*Whistleblowing System* as ratified by the Board of Directors on 1 December 2021.
9. SOP for Due Diligence as ratified by the Board of Directors on 2 December 2020.



Bentuk penerapan Tata Kelola Perusahaan di Perseroan untuk masing-masing prinsip dapat dilihat pada tabel berikut ini :

Corporate Governance implementation on each of the principles comes in the forms as described in the following table:

No.	Prinsip Principle	Bentuk Implementasi Form of Implementation
1	Keterbukaan Prinsip ini diadopsi sebagai Budaya Perusahaan yang mengedepankan keterbukaan dalam melaksanakan proses pengambilan keputusan. Keterbukaan dalam melaksanakan pengambilan keputusan dan keterbukaan dalam mengemukakan informasi material dan relevan mengenai Perseroan. Perseroan akan menyediakan informasi yang cukup, akurat dan tepat waktu kepada seluruh Stakeholders, sehingga pihak-pihak yang mempunyai keterkaitan dengan Perseroan, seperti Pemegang Saham, Otoritas Jasa Keuangan (OJK), PT Bursa Efek Indonesia (BEI), Karyawan, Pelanggan, Pemasok dan <i>Stakeholders</i> lainnya, mengetahui risiko yang mungkin terjadi dan keuntungan yang dapat diperoleh dalam melakukan transaksi dengan Perseroan, sekaligus ikut serta dalam mekanisme pengawasan terhadap jalannya Perseroan. Transparency This principle is adopted as a Corporate Culture to promote transparency in the decision-making process. Transparent in making decisions and transparent in presenting materials and relevant information about the Company. The Company will provide sufficient, accurate and timely information to all stakeholders, so that such parties related to the Company as the Shareholders, Financial Services Authority (OJK), Indonesian Stock Exchange (IDX), Employees, Customers, Suppliers and Other stakeholders, know the risks that may occur and the benefits that can be obtained through transactions with the Company, and at the same time participate in the supervisory mechanism of the Company operations.	• Perseroan menyelenggarakan Rapat Umum Pemegang Saham (RUPS) guna memenuhi persyaratan Anggaran Dasar Perusahaan. • Dewan Komisaris dan Direksi melaksanakan pertemuan baik Internal maupun rapat gabungan sebagai upaya pengawasan maupun pengelolaan Perseroan. • Mempublikasikan Laporan Keuangan yang disajikan melalui media cetak Nasional (Bisnis Indonesia), serta disajikan dalam IDX Net dan <i>Website</i> Perseroan. • Kebijakan-kebijakan Perseroan telah dikomunikasikan kepada seluruh pemangku kepentingan melalui berbagai media komunikasi. • Dewan Komisaris dan Direksi mengungkapkan keberadaannya dalam laporan pelaksanaan Tata Kelola Perusahaan yang Baik secara transparan. • Menginformasikan tentang Perseroan di <i>Website</i> Perseroan sesuai dengan ketentuan yang diatur dalam peraturan. • Mempublikasikan informasi Perseroan di <i>Website</i> dan Media Sosial Perseroan. • Perseroan membuat Laporan Tahunan (Annual Report). • The Company holds the General Meeting of Shareholders (GMS) to comply with the Company's Articles of Association. • The Board of Commissioners and the Board of Directors hold both internal and joint meetings as part of their supervisory and management functions of the Company. • The Company publishes the financial statements in the national print media (Bisnis Indonesia), as well as on the IDX Net and the Company's website. • The Company communicates its policies to all stakeholders through various communication media. • The Board of Commissioners and the Board of Directors transparently disclose their presence in the implementation of good corporate governance report. • The Company disclose information about the Company on the Company's website in accordance with the provisions stipulated in the regulations. • The Company publishes Company's information on the Company's website and social media. • The Company publishes the Annual Report.
2	Akuntabilitas Yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban organ-organ Perseroan sehingga pengelolaan dan pengawasan Perseroan terlaksana secara efektif. Akuntabilitas mencerminkan aplikasi mekanisme sistem Internal Control yang mencakup praktik-praktik yang sehat. Direksi bertanggung jawab dalam kegiatan operasional sehari-hari dan Dewan Komisaris mewakili Pemegang Saham dalam pelaksanaan pengawasan atas jalannya Perseroan.	• Perseroan telah memiliki berbagai perangkat atau kebijakan seperti Struktur Organisasi, <i>Job Description</i> untuk tiap-tiap jabatan dan penilaian secara eksternal atau Self-Assessment tiap-tiap Direksi. • Perusahaan memiliki Rencana Kerja dan Anggaran Perusahaan yang telah disahkan oleh Dewan Komisaris. • Manajemen melaksanakan tugas dan tanggung jawabnya dengan baik dan memberikan pertanggungjawaban setiap bulan. • Auditor Eksternal dalam hal ini Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan telah melaksanakan pemeriksaan terhadap Laporan Keuangan Perusahaan dengan opini Auditor Independen adalah wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anaknya tanggal 31 Desember 2021, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia. • Laporan Tahunan Perseroan merupakan bentuk pertanggungjawaban Perseroan dan telah mendapat persetujuan oleh RUPS. • Perseroan memberikan penghargaan bagi karyawan berprestasi namun juga tegas memberikan sanksi kepada karyawan yang melakukan pelanggaran. • Division Internal Audit bersama Konsultan Eksternal melaksanakan <i>Assessment</i> terhadap Tata Kelola Perusahaan yang Baik (GCG) tahun 2021 dengan skor 93,846 capaian 93,85%. • Perseroan memperoleh Sertifikasi SNI ISO 37001:2016 pada 11 Desember 2020. • Konsultan Eksternal telah melaksanakan Pengukuran Maturitas Manajemen Risiko tahun 2021 dengan capaian 3,46 (<i>Managed</i>)

Penerapan Tata Kelola Perusahaan

Corporate Governance Implementation

No.	Prinsip Principle	Bentuk Implementasi Form of Implementation
	Accountability The clarity of the function, implementation and responsibility of the Company's organs so that the management and supervision of the Company can be carried out effectively. Accountability reflects the application of an Internal Control system that includes sound practices. The Board of Directors is responsible for the day-to-day operations and the Board of Commissioners represents the Shareholders in the implementation of supervision over the operation of the Company.	- The Company retains various tools or policies such as organizational structure, job description for each position and external or Self-Assessment of each member of the Board of Directors. - The Company has a Corporate Work Plan and Budget ratified by the Board of Commissioners. - The Management properly carries out its duties and responsibilities and provides an accountability report on monthly basis. - The External Auditor audited the Company's financial statements with the independent auditor's opinion Fair, in all material respects, the consolidated financial position of PT Semen Baturaja (Persero) Tbk and its subsidiaries as of 31 December 2021, as well as the consolidated financial performance and cash flow for the year ended on that date, in accordance with Financial Accounting Standards in Indonesia. - The Company's Annual Report is a form of the Company's accountability and has been approved by the GMS. - The Company extends rewards to outstanding employees but also firmly imposes sanctions on employees who commit violations. - The Internal Audit division together with the External Consultant conducted the Assessment on the Company's 2021 good corporate governance (GCG) with a score of 93.846 an achievement of 93.85% - The Company received SNI ISO 37001: 2016 Certification on 11 December 2020. - External Consultant conducted assessment of Risk Management Maturity in 2021 and achieved a score of 3.46% (Managed).
3	Tanggung Jawab Merupakan kesesuaian pelaksanaan pengelolaan Perseroan dengan peraturan yang berlaku dan prinsip-prinsip Perseroan yang sehat termasuk di dalamnya pemenuhan hak-hak <i>Stakeholders</i> , keselamatan dan kesehatan kerja serta penghindaran dari praktik bisnis yang tidak sehat.	- Memiliki perangkat GCG, Anggaran Dasar serta kebijakan <i>Corporate Sosial Responsibility</i> (CSR). - Seluruh SDM Perseroan senantiasa memastikan pelaksanaan tugas dan tanggung jawabnya berdasarkan kepada peraturan yang berlaku. - Melakukan proses audit oleh Audit Eksternal dan hasilnya tidak adanya temuan material dari hasil Laporan Keuangan tersebut. - Penerapan Pedoman Perilaku Perseroan.
	Responsibility The conformity between the Company's management implementation with the applicable regulations and the principles of a healthy company, including of fulfilling the rights of stakeholders, occupational health and safety and avoidance of unhealthy business practices.	- Retains GCG organs, Articles of Association and Corporate Social Responsibility (CSR) policies. - All of the Company's human resources always ensure that the implementation of their duties and responsibilities is based on prevailing regulations. - Carried out audit process by External Audit which concluded that there were no material finding from the audit of the Financial Statements. - Implementation of the Company's Code of Conduct.
4	Kemandirian Merupakan suatu keadaan dimana Perseroan dikelola secara profesional tanpa benturan kepentingan dan intervensi dari pihak manapun yang bertentangan dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip Perseroan yang sehat. Direksi dalam menjalankan tugas-tugas kepengurusan Perseroan dan Dewan Komisaris dalam melaksanakan peran pengawasan atas jalannya Perseroan bebas dari intervensi pihak luar.	- Manajemen serta karyawan telah menandatangani Surat Pernyataan Kepatuhan terhadap Pedoman Perilaku dan Pakta Integritas. Hal ini mendukung kebijakan mengenai benturan kepentingan (<i>Conflict of Interest</i>). - Setiap organ GCG Perusahaan yaitu Rapat Umum Pemegang Saham, Dewan Komisaris dan Direksi telah melaksanakan tugas dan tanggung jawab masing-masing tanpa adanya intervensi dan dominasi pihak lainnya. - Perseroan melakukan <i>Assessment</i> atas GCG maupun kepada Dewan Komisaris dan Direksi, yang hasilnya menunjukkan peningkatan dari tahun ke tahun. - Para Pemegang Saham tidak mengintervensi Dewan Komisaris dan Direksi untuk mengelola Perseroan secara Profesional dan Independen. - Penyelenggaraan pertemuan secara berkala oleh Dewan Komisaris dan Direksi sebagai bentuk implementasi <i>Check and Balances</i>.



No.	Prinsip Principle	Bentuk Implementasi Form of Implementation
	Independency It is a condition where the Company is professionally managed without the conflict of interests and intervention from any party that may contradict with prevailing laws and regulations and the principles of a healthy company. The Board of Directors in carrying out its management duties and the Board of Commissioners in carrying out its supervisory role in the operation of the Company, are free from outside intervention.	- The management as well as employees sign the Statement Letter of Compliance to the Code of Conduct and Charter of Integrity. This supports the policy on conflict of Interest. - Each Company GCG organ, namely the General Meeting of Shareholders, the Board of Commissioners and the Board of Directors, have carried out their respective duties and responsibilities with no intervention and domination of other parties. - The Company conducts GCG assessments as well as to the Board of Commissioners and the Board of Directors, which the results have shown improvements by the year. - The Shareholders do not intervene the Board of commissioners and the Board of Directors in their process of professionally and independently managing the Company. - Periodic meetings are held by the Board of Commissioners and the Board of Directors as a form of implementing Check and Balances.
5	Kewajaran Merupakan prinsip keadilan dan kesetaraan di dalam memenuhi hak-hak <i>Stakeholders</i> yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. Terhadap <i>Stakeholders</i> tersebut diberikan perlindungan, kesempatan dan perlakuan yang wajar untuk menuntut jika terjadi pelanggaran terhadap hak mereka.	- Perseroan memiliki peraturan yang mengatur hak dan kewajiban yang berkaitan dengan seluruh pemangku kepentingan. - Perseroan memberikan perlakuan yang adil dan proporsional kepada seluruh karyawan, mitra kerja dan pemangku kepentingan lainnya. - Perseroan telah memberikan kesempatan kepada seluruh pemangku kepentingan melalui media elektronik (<i>Website</i>), dan saluran Pelaporan Pelanggaran (<i>Whistleblowing System</i>).
	Fairness It is the principle of justice and equality in fulfilling the rights of the Stakeholders that arise based on agreements and applicable laws and regulations. The Stakeholders are given the protection, opportunity and fair treatment to file claims if violations of their rights occur.	- The Company has regulations governing rights and obligations concerning all stakeholders. - The Company extends fair and proportional treatments to all employees, work partners and other stakeholders. - The Company has provided opportunities to all stakeholders through electronic media (website), the Whistleblowing System channel.

Penilaian GCG 2021

Mekanisme Pelaksanaan Penilaian

Perseroan senantiasa mengupayakan implementasi Tata Kelola Perusahaan yang selaras dengan *Best Practices*. Guna memantau peningkatan perkembangan implementasi GCG secara berkala, Perseroan melaksanakan *Self Assessment* terhadap penerapan GCG Perseroan. Hal ini juga merupakan bentuk kepatuhan kepada peraturan *regulator* dalam Peraturan Menteri BUMN No.PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara dan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011, tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Penerapan GCG tersebut terus dimonitor secara berkala melalui penilaian penerapan GCG yang dilakukan setiap tahunnya. Pada tahun 2021 Perseroan melakukan penilaian yang dilaksanakan oleh Division Internal Audit bersama Konsultan Eksternal.

2021 GCG Assessment

Assessment Mechanism

The Company continuously in the effort to implement Corporate Governance in line with Best Practices. In order to regularly monitor the progress of GCG implementation, the Company conducts Self-Assessment on the Company's GCG implementation. This is also a form of the Company's compliance with regulator's regulations as contained in the Minister of BUMN Regulation No. Per-0/MBU/2011 dated 1 August 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, and the State Minister of BUMN Regulation No. PER-09/MBU/2012 concerning the Amendment to the State Minister of BUMN Regulations No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.

Such GCG implementation is periodically monitored through GCG implementation assessment on yearly basis. In the year 2021, the Company conducted the assesstment by the Internal Audit Division jointly with the External Consultant.

Penerapan Tata Kelola Perusahaan

Corporate Governance Implementation

Pihak yang Melaksanakan Assessment

Perseroan telah menunjuk konsultan eksternal untuk membantu Division Internal Audit dalam melakukan *self assessment* terhadap penerapan GCG pada tahun 2021.

Kriteria yang Digunakan

Penilaian GCG yang dilakukan Perseroan menggunakan parameter dan indikator yang ditetapkan dalam keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor: SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara yang menguji 6 (enam) aspek yang terdiri dari:

1. Komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan
2. Pemegang saham dan RUPS/pemilik Modal
3. Dewan Komisaris/Dewan Pengawas
4. Direksi
5. Pengungkapan Informasi dan Transparansi
6. Aspek lainnya

Hasil Penilaian GCG Perseroan

Berikut hasil *Self Assessment* GCG Perseroan di tahun 2021 sebagai berikut:

Parties Executing the Assessment

The company appointed an external consultant to assist the Internal Audit Division with the self assessment of GCG implementation in 2021.

Criteria Used in Assessment

GCG assessment conducted by the Company uses parameters and indicators set forth in the Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 on Indicators/Parameters for the Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises which covers 6 (six) aspects as follows:

1. Commitment to sustainable implementation of good corporate governance
2. Shareholders and GMS/owners of capital
3. Board of Commissioners/Supervisory Board
4. Board of Directors
5. Disclosure of information and Transparency
6. Other aspects

Results of the Company's GCG Assessment

Following are results of the Company's GCG Self-Assessment in 2021:

No	Aspek Pengujian Examination Aspect	Bobot Weight	Capaian Tahun 2021 Achievement in 2021	
			Skor Score	Capaian (%) Achievement
1	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7,000	7,000	100,00
2	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Owners of Capital	9,000	8,827	98,08
3	Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board	35,000	34,666	99,04
4	Direksi Board of Directors	35,000	34,806	99,45
5	Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	9,000	7,548	83,87
6	Aspek Lainnya Other Aspects	5,000	1,000	20,00
Skor Keseluruhan Total Score		100,000	93,846	93,85%
Klasifikasi Kualitas Penerapan GCG Classification of GCG Implementation Quality			Sangat Baik Very Good	



Perbandingan Penilaian GCG Perseroan

Berikut perbandingan hasil penilaian GCG Perseroan di tahun 2020 dan tahun 2021, sebagai berikut:

Company's Comparative GCG Assessment Results

Following are comparative results of the Company's GCG assessment in the years 2020 and 2021:

No	Aspek Pengujian Examination Aspect	Bobot Weight	Perbandingan	
			2021	2020
1	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7,000	7,000	7,000
2	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Owners of Capital	9,000	8,827	8,827
3	Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board	35,000	34,666	34,666
4	Direksi Board of Directors	35,000	34,806	34,806
5	Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	9,000	7,548	7,548
6	Aspek Lainnya Other Aspects	5,000	1,000	1,000
Skor Keseluruhan Total Score		100,000	93,846	92,476
Klasifikasi Kualitas Penerapan GCG Classification of GCG Implementation Quality			Sangat Baik Very Good	Sangat Baik Very Good

Perkembangan Skor Indeks GCG PT Semen Baturaja (Persero) Tbk

Skor indeks GCG Perseroan terus mengalami perkembangan setiap tahunnya dan berikut adalah perkembangan skor indeks GCG Perseroan dari tahun 2010 sampai dengan saat ini :

Development Company's GCG Index Score

The Company's GCG Index Score continues to improve by the year and below are details of the company's GCG Index Score development from the year 2010 to the present:

Tahun Year	Konsultan Penilaian GCG GCG Assessment Consultant	Hasil Skoring Score Result
2010	Assessment, bekerja sama dengan Badan Pengawasan Keuangan dan Pembangunan (BPKP). Assessment conducted in collaboration with the Financial and Development Supervisory Agency.	Skor 64,90 dengan predikat "Cukup Baik" Score 64.90 categorized as "Fairly Good"
2012	Assessment, BPKP dengan menggunakan parameter SK Sekretaris Menteri BUMN Nomor SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian Dan Evaluasi Atas Penerapan Tata Kelola Perusahaan Yang Baik (GCG) pada BUMN. Assessment by BPKP with set parameters based on the Decree of the Secretary of the Minister of BUMN No. SK-16/S.MBU/2012 dated 6 June 2012 regarding Indicators/Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance (GCG) in BUMN.	Skor 72,05 dengan predikat "Cukup Baik" Score 72.05 categorized as "Fairly Good"
2013	Self Assessment GCG oleh Division Internal Audit dengan didampingi pihak Konsultan Independen. GCG Self-Assessment by the Internal Audit Division accompanied by an Independent Consultant.	Skor 82,72 dengan predikat "Baik" Score 82.72 categorized "Good"
2014	Assessment GCG Oleh Konsultan Independen PT Pratama Indomitra. GCG Assessment by an Independent Consultant PT Pratama Indomitra.	Skor 85,40 dengan predikat "Sangat Baik" Score 85.40 categorized as "Very Good"
2015	Self Assessment GCG oleh Division Internal Audit dengan didampingi pihak Konsultan Independen. GCG Self-Assessment by the Internal Audit Division accompanied by an Independent Consultant.	Skor 86,92 dengan predikat "Sangat Baik" Score 86.92 categorized as "Very Good"
2016	Assessment GCG oleh pihak Konsultan Independen PT Sierra Bisnis Konsulting. GCG Assessment by Independent Consultant PT Sierra Bisnis Konsulting.	Skor 87,84 dengan predikat "Sangat Baik" Score 87.84 categorized as "Very Good"

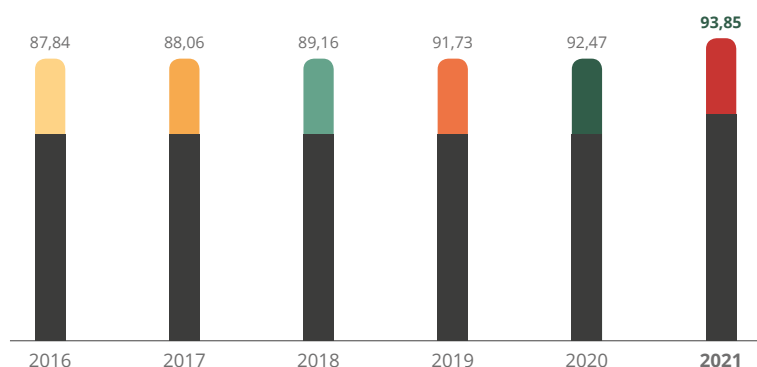
Penerapan Tata Kelola Perusahaan

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Tahun Year	Konsultan Penilaian GCG GCG Assessment Consultant	Hasil Skoring Score Result
2017	<i>Self Assessment</i> GCG oleh Division Internal Audit dengan didampingi pihak Konsultan Independen GCG Self-Assessment by the Internal Audit Division accompanied by an Independent Consultant	Skor 88,06 dengan predikat "sangat Baik" Score 88.06 categorized as "Very Good"
2018	<i>Assessment</i> GCG oleh pihak Konsultan Independen PT Citra Solusi Manajemen. GCG Assessment by an Independent Consultant PT Citra Solusi Manajemen.	Skor 89,16 dengan predikat "Sangat Baik" Score 89.16 categorized as "Very Good"
2019	<i>Self Assessment</i> GCG oleh Division Internal Audit dengan didampingi pihak Konsultan Independen GCG Self-Assessment by the Internal Audit Division accompanied by an Independent Consultant	Skor 91,73 dengan predikat "Sangat Baik" Score 91.73 categorized as "Very Good"
2020	<i>Assessment</i> GCG oleh pihak Konsultan Independen PT Citra Solusi Manajemen GCG Assessment by an Independent Consultant PT Citra Solusi Manajemen	Skor 92,47 dengan predikat "Sangat Baik" Score 92.47 categorized as "Very Good"
2021	<i>Self Assessment</i> GCG oleh Division Internal Audit dengan didampingi pihak Konsultan Independen GCG Self-Assessment by the Internal Audit division assisted by an Independent Consultant	Skor 93,85 dengan predikat "Sangat Baik" Score 93.85 categorized as "Very Good"

Grafik Perkembangan Penilaian GCG Perseroan

Company GCG Assessment Development





Rekomendasi dan Tindak Lanjut

Dari hasil penilaian penerapan GCG Semen Baturaja pada tahun 2021, didapat rekomendasi sebagai berikut:

Recommendations and Follow-Up

Results of GCG implementation assessment in Semen Baturaja in the year 2021, the following recommendations were concluded:

No.	Aspek Pengujian Examination Aspect	Rekomendasi Recommendation
1	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to the Sustainable Implementation of Good corporate Governance	Tidak terdapat rekomendasi pada aspek komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan. No recommendation on the aspect of commitment to sustainable implementation of good corporate governance.
2	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Owners of Capital	Pemegang Saham/RUPS sebaiknya memuat alasan pemberhentian dalam Keputusan RUPS pemberhentian Anggota Direksi dan Anggota Dewan Komisaris sesuai dengan ketentuan Undang-Undang Nomor: 19 Tahun 2013 tentang BUMN dan ketentuan Anggaran Dasar Perseroan. Shareholders/GMS should state the reasons for dismissal as stated in in the GMS Resolutions concerning the dismissal of Members of the Board of directors and Members of the Board of Commissioners in accordance with the provisions of Law Number 19 of 2013 on BUMN and the provisions of the Company's Articles of Association.
3	Dewan Komisaris/Dewan Pengawas Board of commissioners/Supervisory Board	- Dewan Komisaris sebaiknya menyampaikan laporan perkembangan realisasi KPI Dewan Komisaris secara triwulanan kepada Pemegang Saham/Menteri sesuai dengan ketentuan pasal 15 Ayat (3) Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (<i>Good Corporate Governance</i>) pada Badan Usaha Milik Negara. - Komite Audit sebaiknya melakukan penyempurnaan dalam penyusunan risalah Rapat Komite Audit dengan memuat dinamika rapat dalam risalah Rapat Komite Audit. - Komite Audit dan Komite Manajemen Risiko sebaiknya menyusun dan menyampaikan laporan komite yang di dalamnya memuat perbandingan realisasi kegiatan dengan program kerja tahunan komite yang disampaikan kepada Dewan Komisaris secara triwulanan dan tahunan sebagai bentuk pertanggungjawaban pelaksanaan tugas komite sebagaimana diatur di dalam Peraturan Menteri BUMN Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara. - Preferably, the Board of Commissioners submits a quarterly report on the progress of the KPI realization of the Board of Commissioners to Shareholders/Ministers, in accordance with the provisions of Article 15 Paragraph (3) of the Regulation of the Minister of SOE Number: PER-01/MBU/2011 dated August 1, 2011 concerning Implementation of Governance Good Corporate Governance in State-Owned Enterprises. - The Audit Committee should make improvements in the preparation of the Minutes of the Audit Committee Meetings by including the dynamics of the meeting in the Minutes of the Audit Committee Meetings. - The Audit Committee and the Risk Management Committee should compile and submit a committee report which contains a comparison of the realization of activities with the committee's annual work program to be submitted to the Board of Commissioners on a quarterly and annual basis, as accountability for the implementation of the committee's duties as regulated in the Minister of SOE Regulation Number: PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises.

Penerapan Tata Kelola Perusahaan

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No.	Aspek Pengujian Examination Aspect	Rekomendasi Recommendation
4	Direksi Board of Directors	1. Direksi sebaiknya terus mengupayakan pencapaian kinerja perusahaan sesuai dengan target RKAP dan KPI yang ditetapkan dalam upaya untuk meningkatkan nilai Pemegang Saham secara konsisten dan berkelanjutan. 2. Division Internal Audit sebaiknya dapat memastikan rencana kerja program pengembangan auditor yang sifatnya pelatihan baik dalam rangka pengembangan kapasitas maupun dalam rangka program sertifikasi profesi dapat dijalankan sesuai rencana kerja yang telah ditetapkan. 1. The Board of Directors should continue to strive for achieving company performance in accordance with the targets set as stipulated in the RKAP and KPI, in order to consistently and sustainably increase shareholder values. 2. The Internal Audit Division should ensure that the plan for the auditor development program, which is a training in nature both in the context of capacity building and in the context of the professional certification program, can be carried out according to the plan that has been set.
5	Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	1. Direksi sebaiknya terus mengupayakan peningkatan pencapaian hasil penilaian dalam <i>Annual Report Award</i> (ARA) dengan memperhatikan rekomendasi hasil penilaian Dewan Juri <i>Annual Report Award</i> (ARA) yang telah diberikan. 2. Direksi sebaiknya mempertimbangkan untuk menyusun laporan keberlanjutan (<i>sustainability report</i>) dan berpartisipasi mengikuti <i>Sustainability Report Award</i> dalam upaya untuk membangun reputasi Perseroan sebagai <i>corporate citizen</i> dan meningkatkan strategi keberlanjutan Perseroan. 1. The Board of Directors should continually take efforts to improve the achievement of the assessment results in the Annual Report Award (ARA) by taking into account the recommendations of the assessment results extended by the Jury of the Annual Report Award (ARA). 2. The Board of Directors should consider for the company to publish a Sustainability Report and participate in the Sustainability Report Award in an effort to build the Company's reputation as a Corporate Citizen and improve the Company's sustainability strategy.



Selama Tahun 2021 Perseroan melakukan beberapa perbaikan terkait rekomendasi hasil *Assessment* GCG tahun 2020 di antaranya:

1. Perseroan memuat alasan pemberhentian secara umum Anggota Direksi dan Anggota Dewan Komisaris dalam keputusan RUPST yang diungkapkan di dalam *Annual Report* Tahun Buku 2020.
2. Perseroan telah menetapkan di dalam *Board Manual* kebijakan dan ketentuan terkait:
 - a. Peran, tugas dan tanggung jawab Dewan Komisaris dalam proses seleksi bagi calon Anggota Direksi dan pengusulan calon Anggota Direksi kepada Pemegang Saham, pengusulan remunerasi Direksi dan fungsi pengawasan terhadap penerapan GCG di Perseroan.
3. Pedoman pengangkatan dan pemberhentian Direksi dan Dewan Komisaris anak Perusahaan, penilaian kinerja Direksi dan Dewan Komisaris anak Perusahaan, dan ketentuan pemberian gaji/honorarium, tunjangan dan fasilitas Direksi dan Dewan Komisaris anak perusahaan.
4. Perseroan melakukan pembayaran atas kewajiban Perseroan yang telah jatuh tempo secara tepat waktu sesuai dengan perjanjian yang telah ditetapkan.
5. Perseroan melakukan *monitoring* bulanan melalui rapat kinerja atas pencapaian realisasi terhadap target RKAP dan KPI yang telah ditetapkan dan merumuskan strategi untuk memperoleh pencapaian yang lebih baik.
6. Perseroan melakukan penambahan personil pada Division Internal Audit dalam upaya pemenuhan tenaga auditor dari sisi jumlah maupun keahlian untuk mendukung peningkatan efektivitas pelaksanaan pengawasan internal serta melaksanakan pengembangan kapasitas dan peningkatan kompetensi auditor melalui pelatihan dasar-dasar audit dan pelatihan mengenai komunikasi & psikologi.

Perseroan menyusun *Annual Report* Tahun Buku 2020 sesuai dengan Peraturan Otoritas Jasa Keuangan dan kriteria *Annual Report Award*.

Throughout the year 2021, the Company conducted a number of improvements related to the recommendations received from the 2020 GCG Assessment results, among which include the following:

1. The Company stated the general reasons behind the dismissal of Members of the Board of Directors and Members of the Board of Commissioners in the Annual GMS (AGMS) resolutions as noted in the 2020 Annual Report.
2. The Company stipulated in the Board Manual on a number of policies and provisions related to the following:
 - a. The role, duties and responsibilities of the Board of commissioners in the process of selecting Members of the board of Directors and recommendationsof Member candidates of the Board of Directors to the Shareholders, recommendations on the remuneration of the Board of Directors and the supervisory function over GCG implementation in the Company.
3. Guidelines for the appointment and dismissal of the Board of Directors and the Board of Commissioners of Subsidiaries, performance assessment of the Board of Directors and the Board of Commissioners of subsidiaries, and provisions on the salaries/honoraria, benefits and facilities for the Board of Directors and the Board of Commissioners of subsidiaries
4. The Company makes payments on the Company's due obligations on timely manner in accordance the set agreement.
5. The Company conduct monthly monitoring through performance meetings on realization of achievements against RKAP and KPI set targets and prepares strategies to obtain better achievements in the future.
6. The Company recruits additional personnel for the Internal Audit in the effort to fulfill the required number and expertise of auditors in order to support the improvement of the effectiveness of internal control implementation as well as to conduct capacity development and auditor competency improvement through basic audit trainings and trainings on communication and psychology.

The Company prepares the 2020 Annual Report in accordance with the Regulation of the Financial Services Authority and the criteria of the Annual Report Award.

Penerapan Tata Kelola Perusahaan

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Kriteria Penilaian Kinerja Unggul (KPKU)

Pada tahun 2021, Perseroan tidak melaksanakan *assessment* Kriteria Penilaian Kinerja Unggul (KPKU) yang diamanatkan dalam Surat Sekretaris Kementerian BUMN No. S-153/S.MBU/2012. Hal tersebut disebabkan karena hingga laporan tahunan ini diterbitkan, Perseroan belum mendapatkan surat edaran dari Kementerian BUMN terkait pelaksanaan kegiatan Asesmen KPKU di lingkungan BUMN tahun 2021.

Penilaian GCG Berdasarkan ACGS

Perseroan melakukan penilaian terhadap Pelaksanaan Praktik Tata Kelola emiten tercatat berdasarkan kriteria ASEAN Corporate Governance Scorecard (ACGS) oleh OJK (Otoritas Jasa Keuangan) dengan menunjuk RSM Indonesia.

Penilaian atas pengungkapan praktik tata kelola emiten berdasarkan kriteria ACGS dilakukan dengan mereviu informasi yang tersedia di publik dan dapat diakses oleh masyarakat umum, serta mencakup informasi yang dibuat dalam laporan tahunan, *website*, pengumuman dan edaran yang dibuat oleh emiten. ACGS memiliki 5 (lima) aspek yang dikelompokkan dalam bagian sebagai berikut:

1. *Right of Shareholders*
2. *Equitable Treatment of Shareholders*
3. *Role of Stakeholders*
4. *Disclosure and Transparency*
5. *Responsibility of the Board*

Berdasarkan penilaian pada tahun 2019, Perseroan memperoleh hasil penilaian Praktik Tata Kelola Perusahaan berdasarkan kriteria ASEAN *Corporate Governance Scorecard* (ACGS) dengan total skor 74,82. Adapun hasil penilaian terhadap 5 (lima) aspek penilaian sebagai berikut:

Scorecard Level 1	Total Item	Item (s) not Applicable	Item Terpenuhi Item Fulfilled	Tingkat Pemenuhan Rate of Fulfillment
Right of Shareholders	21	1	15	75%
Equitable Treatment of Shareholders	15	1	6	42,9%
Role of Stakeholders	13	-	12	92,3%
Disclosure and Transparency	32	-	21	65,6%
Responsibility of the Board	65	-	44	67,7%
Total Score	74,82			

Untuk hasil penilaian pada tahun 2021, hingga Laporan Tahunan ini diterbitkan skor hasil penilaian Praktik Tata Kelola Perusahaan berdasarkan kriteria ASEAN *Corporate Governance Scorecard* (ACGS) belum didapatkan oleh Perseroan.

Maka dengan demikian informasi terkait tidak tersedia pada laporan tahunan ini.

The Excellent Performance Assessment Criteria (KPKU)

In the year 2021, the Company did not conduct The Excellent Performance Assessment Criteria (KPKU) as stipulated by the Letter of the Secretary of BUMN Ministry No. S-153/S.MBU/2012. This happened because until this annual report was published, the Company had not yet received the circular from the Ministry of SOEs regarding the implementation of the KPKU Assessment activities within SOEs in 2021.

GCG Assessment Based on ACGS

The Company conducted the assessment on Corporate Governance Practices of issuers based on the criteria for the ASEAN Corporate Governance Scorecard (ACGS) by the Financial Services Authority (OJK) by appointing RSM Indonesia.

Assessment on the disclosure of governance practices of issuers based on ACGS criteria is done through a review of publically available and accesible information, as well as information contained in annual reports, websites, announcements and circulars published by issuers. The scorecard provides 5 (five) aspects that are grouped in the following sections:

1. Right of Shareholders
2. Equitable Treatment of Shareholders
3. Role of Stakeholders
4. Disclosure and Transparency
5. Responsibility of the Board

In accordance with the assessment conducted in 2019, the Company obtained a total score of 74.82 for the assessment on Corporate Governance Practices based on the ASEAN Corporate Governance Scorecard (ACGS) criteria. Assessment results on 5 (five) aspects are as noted in the table below:

Assessment results in the year 2021, until this Annual Report is published, the score for the Corporate Governance Practices assessment based on the ASEAN Corporate Governance Scorecard (ACGS) criteria has not been obtained by the Company.

Thus, information on this matter is not available in this annual report.



Implementasi dan Sosialisasi GCG Tahun 2021

Pada tahun 2021, Perseroan melaksanakan penerapan dan kegiatan terkait GCG yang berjalan sesuai dengan prinsip-prinsip GCG dan berdasarkan Buku Pedoman GCG pada bab Penutup poin 2 bahwa Perseroan wajib melakukan internalisasi pedoman kepada seluruh karyawan dan pihak-pihak yang berkepentingan dengan Perseroan tentang sosialisasi dan pemahaman *softstructure* GCG.

Adapun *softstructure* GCG Perseroan terdiri dari:

1. Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*)
2. *Board Manual*
3. Pedoman Perilaku (*Code of Conduct*)
4. Pedoman Benturan Kepentingan (*Conflict of Interest*)
5. Pedoman Pengelolaan Informasi
6. Pedoman Pengendalian Gratifikasi
7. Pedoman Manajemen Risiko
8. SOP Pelaporan Pelanggaran/*Whistleblowing System*
9. Kebijakan GCG yang memuat terkait kebijakan Sistem Manajemen Anti Penyuapan.
10. SOP Uji Kelayakan (Due Dilligence)

Pelaksanaan kegiatan sosialisasi ditujukan kepada seluruh Insan Perseroan dan *Stakeholder*. Selain mengadakan sosialisasi GCG, berbagai kegiatan GCG Perseroan yang dilaksanakan pada tahun 2021 diurai sebagai berikut.

1. Melaksanakan sosialisasi penerapan prinsip-prinsip GCG & komitmen terhadap tata kelola kepada Insan Semen Baturaja dan Mitra Usaha PT Semen Baturaja (Persero) Tbk.
2. Mensosialisasikan *softstructure* GCG melalui:
 - a. *Website* Perseroan di www.semenbaturaja.co.id yang bisa di akses oleh pihak internal maupun eksternal.
 - b. Portal internal Perseroan (Intranet) <http://10.10.2.105/intranetptsb/> yang bisa diakses oleh seluruh Insan Semen Baturaja.
 - c. Sosialisasi melalui email *blast* kepada karyawan dan Mitra Usaha.
 - d. Sosialisasi melalui Media Sosial Perseroan.
3. *Review softstructure* GCG terkait dengan perubahan Anggaran Dasar Perseroan, struktur organisasi, Peraturan-peraturan, rekomendasi *assessment* GCG dan pemenuhan klausul standar SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan.
4. Melaksanakan penandatanganan Surat Pernyataan Kepatuhan Pedoman Perilaku bagi Pengurus dan karyawan serta Mitra Usaha.

2021 GCG Implementation and Socialization

During the year 2021, the Company's implementation and activities related to GCG carried out in accordance with GCG principles and based on GCG Guidelines in the Closing chapter (point 2), that the Company is obligated to conduct internalization of the guidelines to all employees and parties of interest with the Company on the socialization and comprehension of the GCG soft-structure.

The Company's GCG soft-structure consists of the following:

1. Guidelines on Good Corporate Governance
2. Board Manual
3. Guidelines on Code of Conduct
4. Guidelines on Conflict of Interest
5. Guidelines on Information Management
6. Guidelines on Gratuity Control
7. Guidelines on Risk Management
8. SOP on Violation Reporting/ Whistleblowing System
9. GCG Policy which contains the policy on Anti-Bribery Management System
10. Due Dilligence

Socialization activities is aimed at all Individuals of the Company and Stakeholders. Aside from GCG socialization, various GCG activities of the Company were carried out in 2021 as described below:

1. Socialization on the implementation of GCG principles & commitment to governance to all personnel of Semen Baturaja and Business Partners of PT Semen Baturaja (Persero) Tbk.
2. Socialization on GCG soft-structure was done through the following:
 - a. the Company's website, www.semenbaturaja.co.id, accessible by internal and external parties
 - b. the Company's intranet media <http://10.10.2.105/intranetptsb/>, accessible by all Semen Baturaja personnel
 - c. Socialization by email blast to all employee and Business Partners.
 - d. Socialization through the Company's Social Media.
3. Review the GCG soft-structure related to changes to the Company's Articles of Association, organizational structure, regulations, GCG assessment recommendations and compliance with the clauses of the SNI ISO 37001: 2016 Standard on Anti-Bribery Management System.
4. Signing of Statement of Compliance to the Code of Conduct for Managers and employees and Business Partners.

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5. Melaksanakan penandatanganan Pakta Integritas, Surat Pernyataan Kepatuhan Pedoman Perilaku, Daftar Kepemilikan Saham untuk Dewan Komisaris dan Direksi serta Surat Pernyataan Pemenuhan Persyaratan terkait Pengangkatan sebagai Anggota Dewan Komisaris Perseroan yang baru.
6. Perseroan pada tanggal 26 April 2021 melaksanakan penerapan prinsip-prinsip GCG dengan penerbitan iklan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Idul Fitri yang dipublikasikan di 3 (tiga) media massa (Sumatera Ekspres, Lampung Post dan OKU Ekspres) serta intranet, *website* dan media sosial Perseroan.
7. Pada tanggal 19 Juli 2021, juga telah dilaksanakan penerapan prinsip-prinsip GCG dengan kembali menerbitkan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Idul Adha melalui intranet, *website* dan media sosial Perseroan.

Kemudian, pada tanggal 22 Desember 2021 telah dilaksanakan penerapan prinsip-prinsip GCG dengan kembali menerbitkan larangan menerima atau meminta gratifikasi dalam rangka Hari Natal dan Tahun Baru melalui intranet, *website* dan media sosial Perseroan.

1. Melakukan sosialisasi video Pesan Sosialisasi Anti (PSA) Gratifikasi melalui media sosial Perseroan, aplikasi *knowledge management* dan tayangan televisi internal yang ada di unit kerja.
2. Melakukan sosialisasi kebijakan tata kelola perusahaan dan aplikasi WBS melalui aplikasi *Easy Access* dan email *blasting* kepada karyawan dan mitra usaha.
3. Melakukan sosialisasi prinsip 4 No's : Penolakan Gratifikasi dan Media Pelaporan melalui domain *wallpaper* PC/laptop setiap karyawan.
4. Mengikuti *E-Learning* Bimbingan Teknis Pengendalian Gratifikasi pada *website E-Learning* (ACLC) Komisi Pemberantasan Korupsi (KPK).
5. Mengikuti Bimbingan Teknis Implementasi Program Pengendalian Gratifikasi "*UPG Development Program*" dan Gratifikasi Talk (GTalk).
6. Mengikuti sosialisasi "Pencegahan Penyyuapan melalui Penerapan SMAP berbasis SNI ISO 37001" dan Pemaparan Surat Edaran KPK tentang Pengendalian Gratifikasi.
7. Laporan penerimaan gratifikasi Perseroan ke Direksi selama tahun 2021.
8. Penyampaian laporan penerimaan gratifikasi dan penyerahan barang gratifikasi dengan "Status Menjadi Milik Negara" ke Komisi Pemberantasan Korupsi (KPK).
9. Memantau pelaporan pelanggaran yang dilaporkan di email *whistleblowing system*.

5. Signing of Statement of Integrity Pact, Statement of Compliance to the Code of Conduct, Share Ownership for the Board of Commissioners and the Board of Directors and Statement of Compliance with Requirements related to Appointment of a new Members of the Board of Commissioners and Board of Directors of the Company.
6. On 26 April 2021, the Company implemented GCG principles through the publication of advertisements prohibiting accepting or requesting gratuities in the context of Eid Al-Fitr which were published in 3 (three) mass media (Sumatra Ekspres, Lampung Post and OKU Ekspres) as well as the company's intranet, website and social media.
7. On 19 July 2021, GCG principles were also applied by publishing the message on the prohibition of receiving or requesting gratuities on the occasions of commemorating Eid Al-Fitr through the Company's intranet, website and social media.

Then on 22 December 2021, GCG principles were applied by again publishing the message on the prohibition of receiving or requesting gratuities on the occasion of commemorating Christmas and New Year through the Company's intranet, website and social media.

1. Socialization video on Anti-Gratuity Socialization Message through the Company's social media, knowledge management application and internal television broadcast available in the work units.
2. Socialization on corporate governance policies and application of WBS through Easy Access application and email blast to employees and business partners.
3. Socialization on principle-4: "No's", Refuse Gratuity and Media Reporting through PC/Laptop wallpaper domain of each employee.
4. Join E-Learning on Technical Guidelines in Gratuity control in E-Learning (ACLC) website of the Indonesia Corruption Eradication committee (KPK).
5. Join Technical Guidance Course on the Implementation of Gratuity Control Program "UPG Development Program and Gratuity Talk (Gtalk).
6. Join socialization on "Prevention of Bribery Through the Implementation of SNI ISO 37001-based SMAP and Circular Letter of KPK Exposure concerning Gratuity Control.
7. Report to the Board of Directors on Company's receipt of gratuity during the year 2021.
8. Submission of report to KPK on receipt of gratuity and delivery of gratuity items with the status "Status as State-Owned".
9. Monitor the report on violations reported by email through the whistleblowing system.



10. Membuat Laporan Pelaporan Pelanggaran ke Direksi selama tahun 2021.
11. Pelaksanaan *assessment* GCG tahun 2021.
12. Pelaksanaan Program Pengendalian Gratifikasi Tahun 2021.
13. Berpartisipasi pada Penghargaan Insan UPG tahun 2021 yang diselenggarakan oleh Komisi Pemberantasan Korupsi (KPK).
14. Pelaksanaan *Continual Assessment Visit* 1 (CAV 1) SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan.

10. Make Report to the Board of Directors on Violation Reporting during the year 2021.
11. Implementation of 2021 GCG assessment.
12. Implementation of 2021 Gratuity Control Program.
13. Participate in the 2021 UPG Individual Awards held by the Corruption Eradication Commission(KPK).
14. Implementation of Continual Assessment Visit 1 (CAV 1) SNI ISO 37001:2016 of Anti-Bribery Management System.

Penghargaan GCG oleh Pihak Eksternal

Penerapan GCG Perseroan juga diakui oleh pihak eksternal yang dibuktikan dengan didapatkannya penghargaan pada tahun buku yaitu TOP 50 *Mid Capitalization Public Listed Company The 12th IICD Corporate Governance, Conference and Award 2021* dan *4th The Best Indonesia Enterprises Risk Management Award IV* Tahun 2021.

GCG Awards by External Parties

The Company's GCG implementation is also acknowledged by external parties as proven by the receipt of awards in the fiscal year, namely the TOP 50 Mid-Capitalization Public Listed Company – The 12th IICD Corporate Governance, Conference and Award 2021 and The Best Indonesia Enterprises Risk Management Award IV of 2021.

Adapun penghargaan yang pernah diperoleh Perseroan di tahun-tahun sebelumnya ialah sebagai berikut:

Other awards received by the Semen Baturaja in the previous years are as follows:

Tahun Year	Penghargaan Award
2021	1. TOP 50 Mid Capitalization Public Listed Company The 12 th IICD Corporate Governance, Conference and Award 2021. 2. 4 th The Best Indonesia Enterprises Risk Management Award IV Tahun 2021
2020	-
2019	1. Best State Owned Enterprise for Midcap Category 2. TOP 50 Mid Capitalization of Public Listed Company - The 11 th IICD Corporate Governance, Conference and Award 2019
2018	TOP 50 Emiten Kapitalisasi Pasar Terbesar (Big Cap PLCs) dengan praktik Tata Kelola Perusahaan Terbaik dari Indonesia Institute for Corporate Directorship (IICD) / TOP 50 Big Cap PLCs with the Corporate Governance Best Practices from the Indonesian Institute for Corporate Directorship (IICD)
2017	Peringkat ke-10 GCG Terbaik – Perusahaan Tbk (Persero) di Indonesia dari Majalah Economic Review. Rank 10 th The Best GCG – Public Company in Indonesia from Economic Review Magazine.
2016	Predikat : Sangat Baik (A) GCG Terbaik – Perusahaan Tbk (Persero) di Indonesia Sektor Industri Dasar & Kimia – Semen dari Majalah Economic Review. Predicate: Very Good (A) Best GCG – Public Company in Indonesia Basic & Chemical Industry Sector – Cement from Economic Review Magazine

Roadmap Pelaksanaan dan Pengembangan GCG Perseroan

Setiap tahunnya, Perseroan telah memiliki rencana implementasi GCG yang tertuang dalam *Roadmap* Penerapan GCG Tahun 2019-2023. Penyusunan *roadmap* tersebut ditujukan untuk mencapai kondisi ideal implementasi GCG secara bertahap dan berkelanjutan yang mengacu pada metode *assessment* dengan menggunakan indikator dan parameter penilaian GCG BUMN dalam Surat Keputusan Menteri BUMN No. SK-16/S.MBU/2012.

Roadmap of Company's GCG Implementation and Development

Every year, the Company prepares its GCG implementation plans as conveyed in the 2019-2023 GCG Implementation Roadmap. Establishing the roadmap is aimed at reaching the ideal condition in implementing GCG gradually by stages and sustainably which refers to the assessment method by use of indicators and parameters of BUMN GCG assessment as stated in the Decree of the Minister of BUMN No. SK-16/S.MBU/2012.

Penerapan Tata Kelola Perusahaan

Corporate Governance Implementation

Pada tahun 2022, implementasi GCG akan fokus pada ruang lingkup dan surveillance audit ISO 37001:2016 (*Anti Bribery Management System*), program pengendalian gratifikasi dan menindaklanjuti rekomendasi hasil *assessment* 2021. Adapun *Roadmap* GCG Perseroan adalah sebagai berikut:

For the year 2022, GCG implementation will focus on the scope and surveillance audit ISO 37001:2016 (*Anti-Bribery Management System*), gratuity control program and follow-up on recommendations received from 2021 assessment results. The Company's GCG Roadmap is described in the following table:

2019	2020	2021	2022	2023
- Pembentukan GCG Officer - Reviu Board Manual - Pengesahan Pedoman Perilaku - Pengesahan Pedoman Benturan Kepentingan - Pengesahan Pedoman Pengelolaan Informasi - Appointment of GCG Officer - Review Board Manual - Approval of Code of Conduct - Approval of Conflict of Interest Guidelines - Ratification of Information Management Guidelines	- Reviu Pedoman GCG - Reviu SOP Pelaporan Pelanggaran (WBS) - Pengesahan Board Manual - Pengesahan Pedoman GCG - Sosialisasi GCG - Pembuatan Aplikasi GCG - Penyusunan Database pengelolaan informasi - Sertifikasi ISO 37001: 2016 Sistem Manajemen Anti Penyuapan - Review GCG Guidelines - Review WBS SOP - Ratification of Board Guidelines - Socialization of GCG applications - Compilation of Information Management database - ISO 37001:2016 certification	- Penambahan Ruang Lingkup Sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan - Surveillance Audit SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan - Pelaksanaan Program Pengendalian Gratifikasi 2021 - Menindaklanjuti Rekomendasi Hasil <i>Assessment</i> Tahun 2020 - Tindaklanjuti penilaian ACGS - Additional Scope of SNI ISO 37001:2016 Certification for Anti-Bribery Management System - Surveillance Audit SNI ISO 37001:2016 Anti-Bribery Management System - Implementation of the 2021 Gratuity Control Program - Follow-up on the 2020 Assessment Results Recommendations - Follow-up on ACGS Assessment	- Evaluasi Penerapan GCG Perseroan - Benchmark - Pelatihan - Sosialisasi GCG - Surveillance Audit SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan - Menindaklanjuti Rekomendasi Hasil <i>Self-Assessment</i> Tahun 2021 - Penambahan ruang lingkup penerapan SNI ISO 37001:2016 SMAP untuk Direktorat Pemasaran - Evaluation of the Company's GCG Implementation - Benchmark - Training - Socialization of GCG - Surveillance Audit SNI ISO 37001:2016 Anti-Bribery Management System - Follow-up on recommendations for 2021 Self-Assessment results - Adding the scope of application of SNI ISO 37001:2016 SMAP for the Directorate of Marketing	- Review Softstructure GCG - Resertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan - Pelaksanaan Assessment GCG Tahun 2022. - Menindaklanjuti Rekomendasi Hasil <i>Assessment</i> Tahun 2021 - Pelatihan dan Sosialisasi terkait GCG - Pelaksanaan tindakan korektif atas temuan audit SMAP - Review of GCG Soft-Structure - Recertification of SNI ISO 37001:2016 Anti-Bribery Management System - Implementation of 2022 GCG Assessment - Follow-up on Recommendations from 2021 Assessment - Training and socialization related to GCG - Implementation of corrective actions on SMAP audit findings

Pencapaian Roadmap GCG Tahun 2021

Pada tahun 2021, realisasi pencapaian *Roadmap* Tata Kelola Perusahaan berfokus pada komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan, antara lain dengan:

1. Pelaksanaan *Continual Assessment Visit* 1 (CAV 1) SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan.
2. Penyusunan *Board Manual* menyesuaikan dengan perubahan Anggaran Dasar Perseroan, Struktur Organisasi, peraturan-peraturan yang berlaku dan hasil rekomendasi *assessment* GCG.
3. Revisi SOP Pelaporan Pelanggaran/*Whistleblowing System*.
4. Penyesuaian laporan tahunan tentang penerapan tata kelola perusahaan yang baik (*good corporate governance*) sesuai dengan kriteria Peraturan OJK dan *Annual Report Award* (ARA).
5. Pelaksanaan *assessment* tata kelola perusahaan yang baik (*good corporate governance*) oleh Division Internal Audit didampingi konsultan eksternal.

Achievement of the 2021 GCG Roadmap

During the year 2021, realization of the Corporate Governance Roadmap was focused on the commitment to sustainable implementation of good corporate governance, among others, including the following:

1. Implementation of Continual Assessment Visit 1 (CAV 1) SNI ISO 37001:2016 Anti-Bribery Management System.
2. Compose the Board Manual in adjustment to the changes in the Company Articles of Association, Organizational Structure, prevailing laws and regulation and recommendations from GCG assessment results.
3. Revision of Violation Reporting/*Whistleblowing System* SOP
4. Adjustment in the annual report regarding the implementation of good corporate governance in accordance with the criteria of OJK Regulations and the Annual Report Award (ARA).
5. Implementation of good corporate governance assessment by the Internal Audit Division accompanied by an external consultant.



6. Sosialisasi perangkat GCG kepada pihak internal dan eksternal melalui email *blast* dan media sosial Perseroan.
7. Pelaksanaan Program Pengendalian Gratifikasi dan perubahan susunan anggota Unit Pengendali Gratifikasi.
8. Perbaikan media pelaporan melalui aplikasi WBS di *website*.

Rencana Tahun 2022

Implementasi GCG Perseroan pada tahun 2022 akan berfokus pada:

1. Reviu Pedoman GCG
2. Reviu Pedoman Perilaku.
3. Reviu Board Manual.
4. Revisi SOP Uji Kelayakan.
5. Sosialisasi GCG baik internal maupun eksternal.
6. Kerja sama dengan Division Human Resources & General Affair untuk pelaporan penerimaan/ penolakan gratifikasi secara berkala oleh seluruh karyawan.
7. Tindaklanjuti Rekomendasi Hasil *Assessment* Tahun 2021.
8. *Continual Assessment Visit* 1 (CAV 1) SNI ISO 37001: 2016 Sistem Manajemen Anti Penyuapan (SMAP).
9. Perluasan ruang lingkup Implementasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP).
10. Pelaksanaan Rencana Kerja Program Pengendalian Gratifikasi.

Penandatanganan Pakta Integritas

Pada tahun 2021, semua level organisasi diwajibkan menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku guna memastikan semua organ Perseroan memiliki komitmen untuk membangun etika dan kultur bisnis yang sehat serta membangun pemahaman, kepedulian dan komitmen di semua jajaran Perseroan.

Sebanyak 5 (lima) Dewan Komisaris, 5 (lima) Direksi beserta sebanyak 912 karyawan dan karyawan serta *Stakeholders* telah menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku pada tahun 2021.

Praktik Bad Corporate Governance

Praktik *Bad Corporate Governance* senantiasa menjadi ancaman karena dapat membawa dampak buruk terhadap para pemangku kepentingan. Selain menguatkan fungsi Tata Kelola Perusahaan, Perseroan senantiasa memperhatikan praktik bisnis dengan upaya pelestarian lingkungan.

Guna menunjang hal tersebut, Perseroan senantiasa melaksanakan kegiatan dan aktivitas operasionalnya

6. Socialization of GCG tools/device to internal parties and external parties by email *blas* and Company social media.
7. Implementation of Gratuity Control System and changes in the composition of Gratuity Control Unit members.
8. Improvement of reporting media through WBS application on the website.

Plans for the Year 2022

Company GCG implementation in the year 2022 will focus on the following:

1. Review of GCG Guidelines.
2. Review of Code of Conduct.
3. Review of Board Manual.
4. Revisi of Feasibility Test SOP.
5. Socialization of GCG for internal and external parties.
6. Periodic cooperation with HR & GA Division on reporting of receival/refusal of gratuity by all employees.
7. Follow-up on Recommendations of 2021 Assessment Results.
8. Continual Assessment Visit 1 (CAV 1) SNI ISO 37001: 2016 Sistem Manajemen Anti Penyuapan (SMAP).
9. Expansion of scope of Implementation of SNI ISO 37001:2016 Anti-Bribery Management System (SMAP).
10. Implementation of Work Plans on Gratuity Control Program.

Signing of Integrity Pact

In the year 2021, all levels of the organization are obligated to sign the statement letter of compliance on the Code of Conduct in order to ensure all company organs have the commitment to develop sound business ethics and culture as well as to build on the comprehension, concern and commitment at all levels of the company.

As many as 5 (five) members of the Board of Commissioners, 5 (five) members of the Board of Directors together with 912 employees as well as *Stakeholders* have signed the statement letter of compliance to the Code of Conduct in the year 2021.

Bad Corporate Governance Practices

Bad Corporate Governance practices continue to become threats as they can bring about negative impact on the stakeholders. Moreover, the Company not only strengthen the function of Corporate Governance, but also continuously take closer look at business practices with efforts to preserve the environment.

In order to support the above, the Company always carry out its operational activities based on applicable

Penerapan Tata Kelola Perusahaan

Corporate Governance Implementation

berdasarkan ketentuan yang berlaku. Berdasarkan kajian dokumen, tidak ditemukan penyimpangan yang dapat mengurangi kualitas penerapan Tata Kelola Perusahaan yang Baik di Perseroan, seperti perkara tindak pidana korupsi yang dihadapi oleh Anggota Direksi dan Anggota Dewan Komisaris, Pencemaran Lingkungan, adanya permohonan pailit maupun pembekuan produk utama Perseroan.

Perseroan menyadari bahwa praktik-praktik *Bad Corporate Governance* akan mengganggu sistem Tata Kelola Perusahaan yang Baik (GCG) yang telah di implementasikan oleh Perseroan.

Dalam rangka mendukung penguatan Tata Kelola Perusahaan yang Baik, Perseroan tidak melakukan segala tindakan serta kebijakan yang berkaitan dengan praktik *bad corporate governance* sebagaimana yang ditunjukkan pada tabel berikut:

provisions. Based on document review and analysis, there has been no findings of deviation that can reduce the quality of Good Corporate Governance implementation in Semen Baturaja, such as with the case on corruption faced by Members of the Board of Directors and Board of Commissioners, Environmental Pollution, bankruptcy application as well as immobilization or restriction of the Company's main products.

The company realizes that Bad Corporate Governance practices will disturb the implementation of the Company's GCG system already underway.

In support to strengthen Good corporate governance, the Company do not take on actions or policies related to bad corporate governance practices as shown in the table below:

No.	Keterangan Description	Praktik Practice
1.	Laporan atas aktivitas Perseroan yang mencemari lingkungan Report on Company activities that cause environmental pollution	Nihil Nil
2.	Perkara penting yang sedang dihadapi oleh Perseroan, entitas anak, anggota Direksi dan/atau anggota Dewan Komisaris yang sedang menjabat tidak diungkapkan dalam laporan tahunan Important cases currently faced/handled by the Company, subsidiaries, currently active members of the Board of Directors and/or members of the Board of Commissioners that are not presented in the annual report	Nihil Nil
3.	Ketidakpatuhan dalam pengungkapan pemenuhan kewajiban perpajakan Non-compliance to disclosing the fulfillment of tax obligations	Nihil Nil
4.	Ketidaksesuaian penyajian laporan tahunan dan laporan keuangan dengan peraturan yang berlaku dan SAK Non-conformance to applicable regulations and SAK in presenting the annual report and financial statements	Nihil Nil
5.	Kasus terkait buruh dan karyawan Cases related to labor forces and employees	Nihil Nil
6.	Tidak terdapat pengungkapan segmen operasi pada laporan keuangan No disclosure on operational segments in the financial statements	Nihil Nil
7.	Terdapat ketidaksesuaian antara Buku Laporan Tahunan dengan laporan tahunan softcopy Non-conformance between the printed Annual Report and the softcopy Annual Report	Nihil Nil

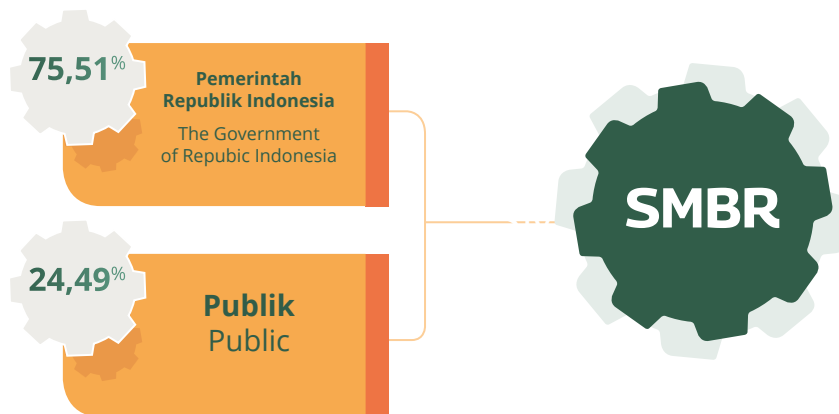


Informasi Pemegang Saham Utama/Pengendali

Information on Majority/Controlling Shareholders

Pemegang saham utama dan pengendali Perseroan adalah Pemerintah Indonesia dengan kepemilikan saham sebesar 75,51%. Sementara itu, sisanya 24,49% dimiliki oleh publik.

The Company's majority and controlling shareholder is the Government of Indonesia with ownership of 75.51%. Meanwhile, the remaining 24.49% is owned by the public.



Rapat Umum Pemegang Saham

General Meeting of Shareholders



“

Tata cara penyelenggaraan RUPS Perseroan mengacu pada (POJK) Nomor 15/POJK.04/2020 dan POJK Nomor 16/POJK.04/2020 tanggal 20 April 2020. Kedua regulasi tersebut berkenaan dengan pelaksanaan RUPS.

The procedures on the implementation of Company GMS refers to POJK No. 15/OJK.04/2020 and POJK No. 16/POJK.04/2020 dated 20 April 2020. Both regulations are regarding the implementation of GMS.

”

Mengacu pada Undang-Undang Nomor 40 tahun 2007 tentang Perseroan Terbatas Bab I mengenai Ketentuan Umum Pasal 1, organ Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Direksi dan Dewan Komisaris. RUPS merupakan organ tertinggi dalam struktur tata kelola dengan wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam undang-undang dan/atau anggaran dasar.

Referring to Law No. 40 of year 2007 on Limited Liability Companies Chapter I regarding the General Provisions Article 1, Company organs consist of the General Meeting of Shareholders (GMS), the Board of Directors and the Board of Commissioners. GMS is the highest organ in the governance structure with the authority not provided to the Board of Directors or the Board of Commissioners within the limit stipulated under the laws and/or articles of association.



Wewenang RUPS antara lain memberikan pertanggungjawaban kepada Dewan Komisaris dan Direksi terkait pengelolaan perusahaan serta mengangkat dan memberhentikannya. RUPS juga mengevaluasi kinerja Dewan Komisaris dan Direksi, menyetujui perubahan Anggaran Dasar Perseroan dan laporan keuangan serta menetapkan remunerasi anggota Dewan Komisaris dan Direksi.

Kendati begitu, RUPS, Dewan Komisaris dan Direksi saling menghormati tugas, tanggung jawab dan wewenang masing-masing sesuai peraturan perundang-undangan dan anggaran dasar. RUPS dan/atau Pemegang Saham juga tidak dapat melakukan intervensi terhadap tugas, fungsi dan wewenang Dewan Komisaris serta Direksi.

Namun, Pemegang Saham memiliki hak untuk memberikan masukan dalam proses pengambilan keputusan penting menyangkut pengembangan dan masa depan Perseroan dalam RUPS. RUPS juga menjadi forum evaluasi kinerja Dewan Komisaris dan Direksi dengan mempertimbangkan berbagai aspek terkait kinerja operasional Perseroan.

Jenis RUPS

Jenis RUPS yang berlaku di lingkungan Perseroan ialah RUPS Tahunan dan RUPS Luar Biasa. RUPS Tahunan diselenggarakan sebagai pertanggungjawaban Dewan Komisaris dan Direksi terkait pengelolaan Perseroan. Sementara RUPS Luar Biasa diselenggarakan setiap kali terdapat keharusan Perseroan mengambil keputusan yang bersifat korporasi yang tidak menjadi wewenang Dewan Komisaris dan Direksi.

Perseroan mengacu pada beberapa ketentuan peraturan perundang-undangan dalam menyelenggarakan RUPS, yaitu:

1. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas
3. Peraturan Otoritas Jasa Keuangan (POJK) Nomor 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka

The authority of the GMS, among others, is to provide accountability to the Board of commissioners and the Board of Directors concerning the management of the company as well as to appoint and dismiss. GMS also evaluates the performance of the Board of Commissioners and the Board of Directors, approves changes in the Company Articles of Association and financial statements as well as determines remuneration of members of the Board of Commissioners and the Board of Directors.

Even so, GMS, the Board of Commissioners and the Board of Directors mutually respect each other's respective duties, responsibilities and authorities in accordance with the laws and regulations and the articles of association. GMS and/or Shareholders are also not allowed to intervene with the duties, functions and authorities of the Board of Commissioners as well as the Board of Directors.

However, the Shareholders retain the rights to provide feedback in the process of important decision making in the GMS related to the development and future of the Company. GMS also serves as the forum to evaluate the performance of the Board of Commissioners and the Board of Directors with consideration of various aspects concerning the company's operational performance.

Type of GMS

The types of GMS prevailing within the Company's environment is the Annual GMS and Extraordinary GMS. The Annual GMS (AGMS) is held as the accountability of the Board of Commissioners and the Board of Directors on the management of the Company. While Extraordinary General Meeting of Shareholders (EGMS) is held anytime when necessary for the Company to make corporate decisions not under the authority of the Board of Commissioners and the Board of Directors.

The Company refers to several regulatory provisions of the laws in holding the GMS, namely as follows:

1. Law No. 19 of 2003 on State-Owned Companies
2. Law No. 40 of 2007 on Limited Liabilities Companies
3. Financial Services Authority Regulation (POJK) No. 15/POJK.04/2020 on Plans and Implementation of General Meeting of Shareholders of Public Companies

Rapat Umum Pemegang Saham

General Meeting of Shareholders

4. Peraturan Otoritas Jasa keuangan (POJK) Nomor 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik
5. Peraturan Bursa Efek Indonesia No.I-E tentang Kewajiban Penyampaian Informasi
6. Anggaran Dasar Perusahaan

Tata Cara Penyelenggaraan RUPS

Tata cara penyelenggaraan RUPS Perseroan mengacu pada (POJK) Nomor 15/POJK.04/2020 dan POJK Nomor 16/POJK.04/2020 tanggal 20 April 2020. Kedua regulasi tersebut berkenaan dengan pelaksanaan RUPS, yang antara lain menguraikan:

1. Pemanggilan RUPS dilakukan dalam jangka waktu paling lambat 21 (dua puluh satu) hari sebelum tanggal pelaksanaan RUPS dengan tidak memperhitungkan tanggal pemanggilan dan tanggal pelaksanaan RUPS melalui situs *web* Bursa Efek Indonesia, situs *web* Perseroan dan 1 (satu) surat kabar harian berbahasa Indonesia dengan wilayah edar nasional.
2. Sebelum pemanggilan, paling lambat 14 (empat belas) hari sebelumnya, Perseroan wajib menyampaikan pemberitahuan atau pengumuman rencana pemanggilan RUPS melalui situs *web* Bursa Efek Indonesia, situs *web* Perseroan dan 1 (satu) surat kabar harian berbahasa Indonesia yang beredar secara nasional.
3. Terkait dengan status Perseroan sebagai salah satu Perusahaan Terbuka serta dalam rangka keseragaman informasi mengenai rencana dan pelaksanaan RUPS, maka sesuai dengan ketentuan POJK Nomor 15, Perseroan wajib menyampaikan terlebih dahulu mata acara rapat tersebut kepada OJK paling lambat 5 (lima) hari kerja sebelum pemberitahuan atau pengumuman.
4. Perseroan dapat melaksanakan RUPS secara elektronik (e-RUPS) melalui penyedia e-RUPS. Informasi mengenai rencana pelaksanaan e-RUPS juga wajib dimuat dalam penyampaian mata acara RUPS kepada OJK dan pada saat pengumuman serta pemanggilan RUPS kepada pemegang saham.
5. Setelah pelaksanaan RUPS, Perseroan wajib menyampaikan hasil rapat selambat-lambatnya 2 (dua) hari kerja setelah rapat tersebut dilaksanakan kepada OJK dan Bursa Efek Indonesia, serta mengumumkannya kepada Publik melalui 1 (satu) surat kabar Bahasa Indonesia, salah satunya beredar secara nasional.

Setiap saham yang dikeluarkan mempunyai 1 (satu) hak suara kecuali Anggaran Dasar menentukan lain. RUPS dapat dilakukan atas permintaan:

- a. Pemegang Saham Seri A Dwiwarna;
- b. Seorang atau lebih Pemegang Saham yang bersama-

4. Financial Services Authority Regulation (POJK) No. 16/POJK.04/2020 on the Implementation of the Electronic General Meeting of Shareholders of Public Companies
5. Regulation of the Indonesia Stock Exchange No. I-E on the Obligation to Disclose Information
6. Company Articles of Association

Procedures on Organizing GMS

The procedures on the implementation of Company GMS refers to POJK No. 15/OJK.04/2020 and POJK No. 16/POJK.04/2020 dated 20 April 2020. Both regulations are regarding the implementation of GMS, which, among others, cover the following matters:

1. Summon to the GMS shall be made no later than 21 (twenty one) days prior to the date of the GMS, excluding the date of the invitation and the date of the GMS through the Indonesia Stock Exchange website, the Company's website and 1 (one) Indonesian language daily newspaper with nationwide circulation.
2. No later than 14 (fourteen) days in advance of the summon, the Company must notify or announce through the Indonesia Stock Exchange website, the Company's website and 1 (one) Indonesian language daily newspaper with national circulation, that plans to summon for a GMS will be conducted.
3. In the context of the Company's status as a Public Company and for the purpose of uniformity of information regarding the plan and implementation of the GMS, the Company must first submit the agenda of the meeting to OJK no later than 5 (five) working days before notification or announcement, as in accordance with the provisions of POJK Number 15.
4. The Company may carry out the GMS electronically (e-GMS) through the e-GMS provider. Information regarding the e-GMS implementation plan must also be published in the submission of the agenda of the GMS to the OJK and at the time of announcement and summons of the GMS to the shareholders.
5. Subsequently following the implementation of the GMS, the Company must submit the results of the meeting no later than 2 (two) working days after the meeting was held to the OJK and the Indonesia Stock Exchange, and announce to the Public through 1 (one) Indonesian language newspaper, one of which is nationally circulated.

Every share issued retains 1 (one) vote unless otherwise determined by the Articles of Association. GMS may be held on the following request of:

- a. Series A Dwiwarna holder;
- b. One or more Shareholders who jointly represent



sama mewakili 1/10 atau lebih dari jumlah seluruh saham yang telah dikeluarkan Perseroan dengan hak suara yang sah, dengan memenuhi ketentuan Anggaran Dasar ini dan peraturan Perundang-undangan;

c. Dewan Komisaris.

Pemegang Saham

Pemegang Saham merupakan individu atau badan hukum yang secara sah memiliki saham Perseroan. Sesuai Anggaran Dasar Perseroan, saham Perseroan terdiri dari Saham Seri A Dwiwarna dan Saham Seri B. Saham Seri A Dwiwarna hanya 1 lembar. Sementara itu, Saham Seri B dapat dimiliki oleh Negara Republik Indonesia dan/atau masyarakat. Adapun struktur kepemilikan Saham Seri B SMBR, yakni Pemerintah RI sebesar 75,51% dan Masyarakat/Publik sebesar 24,49%.

Perseroan mengatur agar Pemegang Saham tidak diperkenankan melakukan intervensi terhadap fungsi, tugas dan wewenang Dewan Komisaris dan Direksi. Dalam hal untuk mengambil keputusan oleh Pemegang Saham, hanya dapat dilakukan pada RUPS yakni secara wajar, transparan, dan untuk kepentingan perusahaan jangka panjang. Pemegang Saham melalui RUPS memiliki kewenangan untuk menjalankan haknya sesuai dengan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

Hak Pemegang Saham

Perseroan selalu memperhatikan dan menghormati hak dari para Pemegang Saham, termasuk hak untuk menerima pemberitahuan atas undangan pelaksanaan RUPS. Berdasarkan ketentuan yang berlaku, sebelum pelaksanaan RUPS, Perseroan akan melakukan pemanggilan dalam jangka waktu paling lambat 14 (empat belas) hari terhitung sebelum tanggal pelaksanaan RUPS.

Pemanggilan RUPS dilakukan melalui surat kabar, IDX net (surat tercatat) dan *website* Perseroan. Pemanggilan tersebut mencantumkan tanggal, waktu, tempat, ketentuan Pemegang Saham yang berhak hadir dalam RUPS dan mata acara rapat.

Perseroan membagi hak Pemegang Saham berdasarkan seri saham yang dimiliki.

Pemegang Saham Seri A Dwiwarna

1. Menghadiri dan memberikan suara dalam RUPS, setiap satu saham mewakili 1 hak suara;
2. Mengusulkan Calon Anggota Direksi dan Calon Anggota Dewan Komisaris;
3. Mengusulkan mata acara RUPS;

1/10 or more of the total number of shares issued by the Company with valid voting rights, in compliance with the provisions of this Articles of Association and the laws and regulations;

c. Board of Commissioners.

Shareholders

Shareholders are individuals or legal entities who legally own the Company's shares. In accordance with the Semen Baturaja's Articles of Association, the Company shares consist of Series A Dwiwarna Shares and Series B Shares. Series A Dwiwarna share only 1 share. Meanwhile, Series B Shares may be owned by the State of the Republic of Indonesia and/or the public. The ownership structure of SMBR Series B Shares is the Government of the Republic of Indonesia at 75.51% and the Community/Public at 24.49%.

The Company regulates that Shareholders are not allowed to intervene in the functions, duties and authorities of the Board of Commissioners and the Board of Directors. In regard to decision-making by the Shareholders, it is only viable to be carried out through the GMS for its fairness, transparency and for the purpose of the Company's long-term interest. The Shareholders through the GMS retain the authority to carry out their rights in accordance with the Company's Articles of Association and applicable laws and regulations.

Shareholders' Rights

The Company always puts attention to and respects the rights of the Shareholders, including the right to receive notification of the invitation to hold a GMS. Based on applicable provisions, prior to the implementation of the GMS, the Company will make a summons within 14 (fourteen) days from the date of the GMS.

Summons to the GMS are carried out through newspapers, IDX net (registered mail) and the Company's website. The summons states the date, time, place, provisions of the shareholders who are entitled to attend the GMS and the agenda of the meeting.

The Company categorized the rights of the Shareholders based on shares series owned.

Shareholders of Series A Dwiwarna Shares

1. Attend and vote in the GMS, each share represents 1 voting rights;
2. Propose Candidates for Members of the Board of Directors and Candidates for Members of the Board of Commissioners;
3. Propose the agenda of the GMS;

Rapat Umum Pemegang Saham

General Meeting of Shareholders

4. Menyetujui pengangkatan dan pemberhentian Dewan Komisaris dan Direksi;
5. Menyetujui perubahan Anggaran Dasar termasuk perubahan pemodal;
6. Menyetujui penggabungan, peleburan, pengambilalihan, pemisahan dan pembubaran Perseroan;
7. Menyetujui remunerasi Direksi dan Dewan Komisaris;
8. Menyetujui pemindahtanganan aset;
9. Menyetujui mengenai penyertaan dan pengurangan prosentase penyertaan modal pada perusahaan lain;
10. Menyetujui penggunaan laba;
11. Menyetujui mengenai investasi dan pembiayaan jangka panjang yang tidak bersifat operasional;
12. Meminta laporan dan penjelasan mengenai hal tertentu kepada Direksi dan Dewan Komisaris Perseroan dengan memperhatikan peraturan yang berlaku di bidang Pasar Modal di Indonesia;
13. Menerima pembayaran dividen dan sisa kekayaan hasil likuidasi;
14. Menjalankan hak lainnya berdasarkan UUPT antara lain:
 - Setiap Pemegang Saham berhak mengajukan gugatan terhadap Perseroan ke Pengadilan Negeri apabila dirugikan karena tindakan Perseroan yang dianggap tidak adil dan tanpa alasan wajar sebagai akibat keputusan RUPS, Direksi dan/atau Dewan Komisaris.
 - Setiap Pemegang Saham berhak meminta kepada Perseroan agar sahamnya dibeli dengan harga wajar apabila yang bersangkutan tidak menyetujui tindakan Perseroan yang merugikan Pemegang Saham atau Perseroan, berupa:
 - Perubahan Anggaran Dasar;
 - Pengalihan atau penjaminan kekayaan Perseroan yang mempunyai nilai lebih dari 50% kekayaan bersih Perseroan; atau penggabungan, peleburan, pengambil alihan atau pemisahan.
4. Approve the appointment and dismissal of the Board of Commissioners and Directors;
5. Approve changes to the Articles of Association including changes in capital;
6. Approve the merger, consolidation, takeover, separation and dissolution of the Company;
7. Approve the remuneration of the Board of Directors and the Board of Commissioners;
8. Approve the transfer of assets;
9. Approve the participation and reduction in the percentage of equity participation in other companies;
10. Approve the use of profits;
11. Approve long-term investments and financing that are not operational in nature;
12. Request reports and explanations regarding certain matters from the Board of Directors and the Board of Commissioners of the Company with due observance of the prevailing regulations in the Capital Market sector in Indonesia;
13. Receive payment of dividends and remaining assets resulting from liquidation;
14. Exercise other rights under the Company Laws (UUPT), among others are as follows:
 - Each Shareholder has the right to file a lawsuit against the Company to the District Court if they are harmed due to the Company's actions considered to be unfair and without reasonable reasons as a result of the resolution of the GMS, the Board of Directors and/or the Board of Commissioners.
 - Each Shareholder has the right to request the Company to purchase its shares at a fair price if the Shareholder does not approve of the Company's actions that are detrimental to the Shareholders or the Company, in the form of:
 - Amendments to the Articles of Association;
 - Transfer or guarantee of the Company's assets with a value of more than 50% of the Company's net assets; or merger, consolidation, takeover or separation.

Pemegang Saham Seri B

1. Menghadiri dan mengeluarkan suara dalam RUPS, setiap satu saham mewakili 1 hak suara;
2. Menerima pembayaran dividen dan sisa kekayaan hasil likuidasi;
3. Menjalankan hak lainnya berdasarkan UUPT antara lain:
 - Setiap Pemegang Saham berhak mengajukan gugatan terhadap Perseroan ke Pengadilan Negeri apabila dirugikan karena tindakan Perseroan yang dianggap tidak adil dan tanpa alasan wajar sebagai akibat keputusan RUPS, Direksi dan/atau Dewan Komisaris.

Shareholders of Series B Shares

1. Attend and cast votes in the GMS, each share represents 1 voting rights;
2. Receive dividend payments and remaining assets resulting from liquidation;
3. Exercise other rights under the Company Laws, including:
 - Each Shareholder has the right to file a lawsuit against the Company to the District Court if they are harmed due to the Company's actions which are considered unfair and without reasonable reasons as a result of the resolution of the GMS, the Board of Directors and/or the Board of Commissioners.



- Setiap Pemegang Saham berhak meminta kepada Perseroan agar sahamnya dibeli dengan harga wajar apabila yang bersangkutan tidak menyetujui tindakan Perseroan yang merugikan Pemegang Saham atau Perseroan, berupa:
 - Perubahan Anggaran Dasar;
 - Pengalihan atau penjaminan kekayaan Perseroan yang mempunyai nilai lebih dari 50% kekayaan bersih Perseroan; atau penggabungan, peleburan, pengambilalihan atau pemisahan.

- Each Shareholder has the right to request the Company to purchase its shares at a fair price if the Shareholder does not approve of the Company's actions that harm the Shareholders or the Company, in the form of:
 - Amendments to the Articles of Association;
 - Transfer or guarantee of the Company's assets which have a value of more than 50% of the Company's net assets; or merger, consolidation, acquisition or separation.

Pelaksanaan RUPS Tahun Buku

Sepanjang tahun 2021, Perseroan telah melaksanakan RUPS sebanyak 1 (satu) kali, yakni RUPS Tahunan Tahun Buku 2020.

Pengumuman RUPS Tahunan

Perseroan mengumumkan penyelenggaraan RUPS Tahunan melalui *website* Perseroan dan dipublikasikan pada 20 April 2021 di surat kabar Media Indonesia dalam Bahasa Indonesia. Pengumuman RUPS Tahunan memuat sebagai berikut:

1. Bersama ini Direksi PT Semen Baturaja (Persero) Tbk, selanjutnya disebut "Perseroan" akan menyelenggarakan Rapat Umum Pemegang Saham Tahunan untuk Tahun Buku 2020 ("Rapat") pada hari Kamis, tanggal 27 Mei 2021.
2. Sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 15/POJK.04/2020 tanggal 20 April 2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan ketentuan Anggaran Dasar Perseroan maka Pemanggilan Rapat akan diumumkan melalui 1 (satu) surat kabar berbahasa Indonesia dengan wilayah edar nasional, eASY.KSEI, situs web Bursa Efek Indonesia dan situs web Perseroan www.semenbaturaja.co.id, pada tanggal 5 Mei 2021.
3. Para pemegang saham yang berhak menghadiri atau diwakili dalam rapat adalah para Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan dan/atau pemilik saldo saham Perseroan pada sub rekening efek di Penitipan Kolektif PT Kustodian Sentral Efek Indonesia (KSEI) pada penutupan perdagangan saham di Bursa Efek Indonesia pada tanggal 4 Mei 2021 sampai dengan pukul 16.00 WIB.
4. Dalam rangka menghentikan laju transmisi/penularan Covid-19 sesuai dengan Pedoman Pencegahan dan Pengendalian Covid-19 yang diterbitkan oleh Kementerian Kesehatan Republik Indonesia serta memperhatikan POJK, Perseroan menghimbau kepada para pemegang saham yang berhak hadir dalam Rapat dapat memberikan kuasa kehadiran dan suaranya secara elektronik melalui fasilitas e-Proxy dalam Electronic General

Implementation of GMS in Fiscal Year

Throughout the year 2021, the Company conducted 1 (one) GMS, namely the Annual GMS of Fiscal Year 2020.

Announcement of the Annual GMS

Semen Baturaja announced the implementation of its Annual GMS in the Indonesian language through the Company website and published in newspaper Media Indonesia on 20 April 2021. The Annual GMS announcement contained the following information:

1. Hereby, the Board of Directors of PT Semen Baturaja (Persero) Tbk, hereinafter referred to as the "Company" will hold an Annual General Meeting of Shareholders for Fiscal Year 2020 ("Meeting") on Thursday, dated 27 May 2021.
2. In accordance with the Financial Services Authority Regulation No. 15/POJK.04/2020 dated 20 April 2020 on the Plan and Implementation of the General Meeting of Shareholders of Public Companies and provisions set under the Company Articles of Association, the Summons to the Meeting will be announced through 1 (one) daily newspaper in the Indonesian language with national circulation, eASY.KSEI, the Indonesia Stock Exchange website and the Company website www.semenbaturaja.co.id, on 5 May 2021.
3. Shareholders who are entitled to attend or represented in the Meeting are Shareholders whose names are registered in the Register of Shareholders of the Company and/or owners of the Company's share balances in the securities sub-account in the collective Custody of PT Kustodian Sentral Efek Indonesia (KSEI) at the close of the shares trading at the Indonesia Stock Exchange on 4 May 2021 as of 16.00 WIB (Western Indonesia Time).
4. In the effort to contain the spread/transmission of the Covid-19 virus, in accordance with the Covid-19 Prevention and Control Guidelines of the Ministry of Health of the Republic of Indonesia as well as to adhere to POJK, the company encouraged the shareholders who are entitled to attend the Meeting to extend the rights to attend and cast vote electronically through the e-Proxy facility available in the Electronic General Meeting System

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Meeting System KSEI (eASY.KSEI) pada tautan <https://akses.ksei.co.id/> yang disediakan oleh KSEI sebagai mekanisme pemberian kuasa secara elektronik dalam proses penyelenggaraan Rapat. Fasilitas e-Proxy ini tersedia bagi pemegang saham yang berhak untuk hadir dalam Rapat sejak tanggal panggilan Rapat sampai 1 (satu) hari kerja sebelum penyelenggaraan Rapat yaitu 25 Mei 2021.

5. Sesuai dengan ketentuan Pasal 16 ayat (2) Peraturan Otoritas Jasa Keuangan Nomor 15/POJK.04/2020 bahwa pemegang saham baik sendiri-sendiri atau bersama-sama yang mewakili 1/20 (satu per dua puluh) atau lebih dari jumlah seluruh saham Perseroan dengan hak suara yang sah dapat memberikan usulan terkait agenda Rapat termasuk melakukan penambahan agenda dengan ketentuan yang bersangkutan harus mengajukan secara tertulis kepada Direksi Perseroan selaku penyelenggara RUPS selambat-lambatnya 7 (tujuh) hari sebelum tanggal pemanggilan Rapat atau tanggal 28 April 2021 dengan disertai alasan dan bahan usulan mata acara Rapat, dengan memenuhi ketentuan peraturan perundang-undangan yang berlaku.

Pemanggilan RUPS Tahunan

Perseroan menetapkan pemanggilan RUPS dilakukan melalui pengiriman surat panggilan kepada Pemegang Saham untuk RUPS Tahunan pada 5 Mei 2021 melalui pemasangan iklan di surat kabar Media Indonesia dalam Bahasa Indonesia sebagai undangan resmi sesuai dengan ketentuan Anggaran Dasar Perseroan. Dalam surat panggilan RUPS juga memuat penjelasan dari masing-masing mata acara sesuai pemenuhan atas Peraturan Otoritas Jasa Keuangan (POJK) Nomor. 15/POJK.04/2020. Di dalam surat panggilan tersebut terdapat keterangan bahwa formulir surat kuasa untuk menghadiri rapat dapat diperoleh dengan ketentuan sebagai berikut:

- Bagi para Pemegang Saham yang berhak untuk hadir dalam RUPS untuk memberikan kuasa kehadiran dan suaranya secara elektronik melalui fasilitas e-Proxy dalam Electronic General Meeting System KSEI (eASY.KSEI) pada tautan <https://akses.ksei.co.id/> yang disediakan oleh KSEI sebagai mekanisme pemberian kuasa secara elektronik dalam proses penyelenggaraan Rapat. Jangka waktu pemegang saham dapat menyampaikan kuasa dan suaranya, melakukan perubahan penunjukan penerima kuasa dan/atau mengubah pilihan suara, maupun pencabutan kuasa, adalah sejak tanggal pemanggilan Rapat sampai 1 (satu) hari kerja sebelum penyelenggaraan Rapat yaitu 25 Mei 2021.
- Bagi para Pemegang Saham yang akan menghadiri Rapat di luar mekanisme eASY.KSEI, Pemegang Saham dapat mengunduh formulir surat kuasa di

KSEI (eASY.KSEI) on the link <https://akses.ksei.co.id/> provided by KSEI as a mechanism for electronically cast votes in the Meeting implementation process. The e-Proxy facility is available for shareholders whose rights to attend the Meeting as of the summons of the Meeting until 1 (one) working day prior to the implementation of the Meeting on 25 May 2021.

5. In accordance with the provisions of Article 16 paragraph (2) of the Financial Services Authority Regulation Number 15/POJK.04/2020 that the shareholders, either individually or jointly, represent 1/20 (one twentieth) or more of the total shares of the Company has the right to provide suggestions related to the meeting agenda including the suggestion for additional agenda item provided that the relevant provisions must submit in writing to the Board of Directors of the Company as the organizer of the GMS no later than 7 (seven) days before the date of the meeting invitation or 28 April 2021 with the reasons and materials for the proposed agenda, by complying with the provisions of the prevailing laws and regulations.

Summons to the GMS

The Company determined the summons to the Annual GMS be carried out through letter of summons to the Shareholders on 5 May 2021 through an advertisement in the daily newspaper Media Indonesia in the Indonesian language as an official invitation as stipulated in the company Articles of Association. The GMS summon letter also contained explanation on each of the agenda items as to fulfill the provisions set forth under the Financial Services Authority Regulation No. 15/POJK.04/2020. In the said summon letter, it is also mentioned that the power of attorney form to attend the Meeting may be obtained with the following conditions:

- Shareholders who are entitled to attend the GMS whose shares are placed in the collective custody of KSEI, may authorize electronically through the KSEI Electronic General Meeting System (eASY.KSEI) facility in the <https://akses.ksei.co.id/> provided by KSEI as a mechanism for electronic power of attorney in the process of organizing a GMS. The time period for shareholders to submit the power of attorney and votes, and alter the appointed proxy and/or alter the vote selection as well as revocation of the power of attorney, is set at up to 12.00 WIB 1 (one) working day prior to the meeting, namely on 25 May 2021.
- Shareholders attending the Meeting outside of the eASY.KSEI mechanism may download the power of attorney form on the Company's website www.



situs web Perseroan www.semenbaturaja.co.id dan selanjutnya surat kuasa yang telah diisi dikirimkan melalui email ke: dm@datindo.com dan surat aslinya dikirim ke Data Management PT Datindo Entrycom yang beralamatkan di Jl. Hayam Wuruk No. 28, Jakarta 10120 selambat-lambatnya tanggal 25 Mei 2021.

Pemanggilan RUPS memuat:

1. Hari, tanggal, waktu dan tempat pelaksanaan RUPS Tahunan Perseroan.
2. Mata acara dalam RUPS Perseroan Tahunan Perseroan.
3. Penjelasan-penjelasan yang harus disampaikan terkait dengan mata acara RUPS Tahunan Perseroan seperti mata acara RUPS agenda rutin Perseroan, mata acara RUPS yang terkait dengan perubahan peraturan yang perlu persetujuan RUPS dan usulan Pemegang saham Seri A Dwiwarna terhadap perubahan pengurusan Perseroan.
4. Catatan/informasi terkait dengan RUPS tahunan Perseroan seperti: undangan RUPS Tahunan, ketentuan Pemegang Saham yang berhak hadir dalam RUPS Tahunan, imbauan untuk melakukan *physical distancing* serta protokol keamanan dan kesehatan yang berlaku pada saat pelaksanaan RUPS, Pemegang Saham yang tidak hadir dapat memberikan kuasa melalui mekanisme eASY KSEI atau diwakili oleh kuasanya dalam rapat dengan membawa Surat Kuasa yang dapat diunduh di situs web Perseroan dan mengirimkannya ke PT Datindo Entrycom, pemegang saham berbentuk Badan hukum diminta untuk membawa *fotocopy* lengkap Anggaran Dasarnya serta susunan pengurus yang terakhir, bahan mata acara rapat tersedia sejak tanggal Pemanggilan RUPS sampai dengan penyelenggaraan RUPS kecuali kecuali untuk materi mata acara Rapat keenam, sesuai dengan Pasal 18 ayat (4) POJK Nomor 15/2020 dan Anggaran Dasar Perseroan Pasal 23 ayat 10.b, akan tersedia paling lambat pada saat Rapat diselenggarakan. Bahan mata acara Rapat dalam bentuk salinan dokumen fisik dapat diperoleh di kantor pusat Perseroan di Palembang/kantor perwakilan di Jakarta pada jam kerja Perseroan jika diminta secara tertulis oleh Pemegang Saham Perseroan.

Penyelenggaraan RUPS Tahunan

Pada tahun 2021, Perseroan melaksanakan RUPS Tahunan tahun buku 2020 yang diselenggarakan pada hari Kamis, tanggal 27 Mei 2021 pukul 14:00 WIB, bertempat di Wisma Antara, Jakarta. Proses penyelenggaraan Rapat Umum Pemegang Saham Tahunan dilaksanakan berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum

semenbaturaja.co.id and then the completed power of attorney to be sent via e-mail dm@datindo.com and the original to be sent to the Company's Securities Administration Bureau ("BAE"), namely PT Datindo Entrycom, at Jl. Hayam Wuruk No.28 2nd Floor Jakarta 10120 at the latest by 25 May 2021.

Invitation to the GMS contains the following information:

1. The day, date, time and place of the Company's Annual GMS.
2. Agenda in the Company's Annual GMS.
3. Explanations that must be submitted are related to the agenda of the Company's Annual GMS, such as the agenda of the Company's routine GMS, agenda of the GMS related to changes in regulations that require GMS approval and the proposal of the Dwiwarna Series A shareholder for changes in the management of the Company.
4. Notes/information related to the Company's Annual GMS, such as: invitation to the Annual GMS, provisions for Shareholders who are entitled to attend the Annual GMS, calls for physical distancing and safety and health protocols that apply at the time of the GMS, Shareholders who are not present can provide power of attorney through the KSEI eASY mechanism or represented by proxies at the meeting by bringing a Power of Attorney which can be downloaded on the Company's website and send to PT Datindo Entrycom, shareholders in the form of a legal entity are required to bring a complete copy of their Articles of Association and the latest composition of the management. The meeting agenda is available from the date of the Summons to the GMS until the holding of the GMS, except for the sixth agenda of the Meeting, in accordance with Article 18 paragraph (4) POJK Number 15/2020 and the Company's Articles of Association Article 23 paragraph 10.b, will be available at the latest when the Meeting is held. Materials for the Meeting agenda in the form of physical copies of documents can be obtained at the Company's head office in Palembang/representative office in Jakarta during the Company's working hours if requested in writing by the Company's Shareholders.

Implementation of the Annual GMS

In the year 2021, the Company conducted the Annual GMS of fiscal year 2020 on Thursday, 27 May 2021 at 14:00 WIB, at the Wisma Antara Building, Jakarta. The implementation process of the Annual General Meeting of Shareholders was carried out in accordance with the Financial Services Authority Regulation No. 15/POJK.04/2020 on the Plan and Implementation of the General Meeting of Shareholders of Public Companies

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Pemegang Saham Perusahaan Terbuka dan Peraturan Otoritas Jasa keuangan Nomor 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik.

RUPS Tahunan dipimpin oleh Komisaris dengan terlebih dahulu membacakan tata tertib RUPS sebelum memasuki mata acara rapat. Ketua rapat memberikan kesempatan kepada Pemegang Saham dan/atau kuasanya untuk mengajukan pertanyaan/tanggapan dan/atau usulan pada setiap mata acara rapat. Ketua rapat atau Direktur yang ditunjuk oleh Ketua rapat menjawab atau menanggapi pertanyaan/catatan pemegang saham yang hadir. Setelah semua pertanyaan dijawab dan ditanggapi selanjutnya dilakukan pemungutan suara dan hanya pemegang saham dan/atau kuasanya yang sah yang berhak untuk mengeluarkan suara.

and the Financial Services Authority Regulation No. 16/POJK.04/2020 on the Implementation of the Electronic General Meeting of Shareholders of Public Companies.

The Annual GMS is chaired by a Commissioner by initially reading out the GMS rules before entering the agenda of the meeting. The chairman of the meeting provides the opportunity for shareholders and/or their proxies to submit questions/responses and/or suggestions in each agenda item of the meeting. The chairman of the meeting or the Director appointed by the chairman of the meeting answers or responds to questions/notes from attending shareholders. After all questions have been answered and responded to, then vote casting is conducted and only shareholders and/or their legal proxies are entitled to cast votes.

Tahapan Penyelenggaraan RUPS Tahun Buku 2020

Implementation Stages of the Annual GMS Fiscal Year 2020

Rangkaian Kegiatan Series of Activities	Ketentuan Provision	Realisasi Realization
Pengumuman RUPS 20 April 2021 Announcement of GMS 20 April 2021	Pengumuman RUPS disampaikan paling lambat 14 hari sebelum tanggal pemanggilan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan tanggal pemanggilan GMS Announcement shall be submitted at the latest 14 days prior to the date of GMS summons, not including the date of the announcement and the date of the summon.	Pengumuman RUPS telah disampaikan melalui iklan di surat kabar Media Indonesia, Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs web Perseroan. GMS Announcement submitted through an advertisement in Media Indonesia daily newspaper, Indonesia Stock Exchange, Financial Services Authority (OJK) and the Company's website.
Pemanggilan RUPS 5 Mei 2021 GMS Summons 5 May 2021	Pemanggilan RUPS disampaikan paling lambat 21 hari sebelum tanggal pelaksanaan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan tanggal pemanggilan Summon to the GMS shall be submitted at the latest by 21 days prior to the date of the GMS implementation, not including the date of the announcement and the date of the summon.	Pengumuman RUPS telah disampaikan melalui iklan di surat kabar Media Indonesia, Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs web perusahaan. Announcement of the GMS is placed in the Media Indonesia daily newspaper, Indonesia Stock Exchange, Financial Services Authority (OJK) and the company's website.
Pelaksanaan RUPS 27 Mei 2021 GMS Implementation 27 May 2021	Tempat: Wisma Antara, Auditorium Adhiyana, Lantai 2, Jalan Merdeka Selatan No 17, Jakarta 10110 Place: Wisma Antara Building, Adhiyana Auditorium, 2nd Floor, Jalan Merdeka Selatan No.17, Jakarta 10110	Jumlah Saham dengan Hak Suara 8.429.195.200 Lembar Saham atau 84,86% Total Shares with Voting Rights of 8,429,195,200 Shares or 84.86%
Penyampaian Ringkasan Risalah RUPS 31 Mei 2021 Submission of the Summary of GMS Minutes 31 May 2021	Ringkasan Risalah RUPS disampaikan paling lambat 2 hari setelah tanggal pelaksanaan RUPS Summary of the Minutes of GMS shall be submitted at the latest by 2 days prior of the date of the GMS implementation.	Penyampaian Ringkasan Risalah RUPS telah disampaikan melalui iklan di surat kabar Media Indonesia, Bursa Efek Indonesia, Otoritas Jasa Keuangan (OJK) dan situs web perusahaan. Submission of the Summary of the GMS Minutes was submitted through the advertisement in Media Indonesia daily newspaper, Indonesia Stock Exchange, Financial Services Authority (OJK) and the Company's website.
Penyampaian Risalah/Berita Acara RUPS 24 Juni 2021 Submission of Minutes of the GMS 24 June 2021	Risalah/berita acara RUPS disampaikan paling lambat 30 hari setelah tanggal pelaksanaan RUPS Minutes of the GMS shall be submitted at the latest by 30 days following the date of the GMS implementation.	Penyampaian risalah/berita acara RUPS melalui surat kepada Otoritas Jasa Keuangan (OJK), Bursa Efek Indonesia dan situs web perusahaan. Submission of the Minutes of the GMS carried out through a letter to the Financial Services Authority (OJK), Indonesia Stock Exchange and the Company's website.



Agenda RUPS

Agenda pembahasan RUPS Tahunan Perseroan adalah sebagai berikut:

1. Persetujuan Laporan Tahunan Direksi mengenai keadaan dan jalannya Perseroan selama tahun buku 2020, termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2020 dan Pengesahan Laporan Keuangan Tahun Buku 2020, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2020;
2. Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan Program Kemitraan dan Bina Lingkungan yang telah dijalankan selama Tahun Buku 2020;
3. Penetapan penggunaan Laba Bersih Perseroan, termasuk pembagian Dividen untuk Tahun Buku 2020;
4. Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2021;
5. Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2021 dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2021 dengan ruang lingkup pekerjaan termasuk Laporan Evaluasi Kinerja Perusahaan, Laporan Evaluasi KPI dan Laporan Kepatuhan terhadap Perundang-undangan dan Pengendalian Intern;
6. Penguatan Pemberlakuan Peraturan Menteri BUMN;
7. Perubahan Anggaran Dasar Perseroan;
8. Perubahan Susunan Pengurus Perseroan.

Ketentuan Kuorum

Kuorum kehadiran dan kuorum keputusan RUPS untuk mata acara yang harus diputuskan dalam RUPS dilakukan dengan mengikuti ketentuan berdasarkan Peraturan Otoritas Jasa Keuangan dan Anggaran Dasar Perseroan.

Rapat RUPS Tahun buku 2020 telah dihadiri oleh 1 Saham Seri A Dwiwarna dan 8.429.195.199 Pemegang Saham Seri B atau seluruhnya 8.429.195.200 Lembar Saham atau lebih kurang 84,86% dari jumlah seluruh saham telah dikeluarkan oleh Perseroan. Dengan

Agenda of the GMS

Agenda for discussion in the Company's Annual GMS are as follows:

1. Approval of the Board of Directors' Annual Report regarding the condition and operation of the Company during fiscal year 2020, including the Report on the Implementation of the Board of Commissioners Supervisory Duties during Fiscal Year 2020 and Ratification of the Financial Statements of Fiscal Year 2020, as well as granting full release and discharge (*volle digacquit et de charge*) to the Board of Directors and the Board of Commissioners of the Company for the management and supervisory actions undertaken during Fiscal Year 2020;
2. Ratification of the Annual Report including the Financial Statements of the Partnership and Community Development Program for Fiscal Year 2020, as well as providing full release and discharge (*acquit et de charge*) to the Board of Directors and the Board of Commissioners of the Company for the management and supervision of the Partnership and Community Development Program undertaken during Fiscal Year 2020;
3. Determine the use of the Company's Net Profit, including the distribution of Dividends for the Fiscal Year 2020;
4. Determine the Tantiem for the Board of Directors and Board of Commissioners of the Company for Fiscal Year 2020 and Remuneration for the Board of Directors and the Board of Commissioners for Fiscal Year 2021;
5. Appointment of a Public Accounting Firm to audit the Company's Consolidated Financial Statements of Fiscal Year 2021 and Financial Statements for the Partnership and Community Development Program of Fiscal Year 2021 with the scope of work to include the Report on the Company's Performance Assessment, Report on the KPI Assessment and Report on Compliance to the Laws and Internal Control ;
6. Enforcement of Regulations of the Minister of BUMN;
7. Changes in the Company's Articles of Association;
8. Changes in the Management of the Company.

Quorum

The quorum of attendance and quorum of the GMS resolutions for the agenda that must be decided at the GMS are conducted in accordance with the provisions based on Regulations of the Financial Services Authority and the Company's Articles of Association.

The GMS of Fiscal Year 2020 was attended by 1 Series A Dwiwarna Share and 8,429,195,199 Series B Shareholders or a total of 8,429,195,200 Shares or approximately 84.86% of the total shares issued by the Company. Thus the provisions of the GMS quorum

Rapat Umum Pemegang Saham

General Meeting of Shareholders

demikian ketentuan kourum RUPS sebagaimana diatur dalam pasal 25 Ayat (1) huruf a dan ayat (4) huruf a Anggaran Dasar Perseroan telah terpenuhi dan penyelenggaraan RUPS adalah sah serta dapat mengeluarkan keputusan yang mengikat bagi para Pemegang Saham Perseroan untuk setiap Mata Acara Rapat.

Proses Penghitungan Suara

Perhitungan suara dan prosedur pemungutan suara dalam RUPS Tahunan dijelaskan dalam Tata Tertib RUPS yang dibagikan kepada Pemegang Saham dan dibacakan oleh Pimpinan Rapat sebelum RUPS dimulai. Informasi mengenai Tata Tertib RUPS dipublikasikan dalam situs Perseroan sebelum pelaksanaan RUPS.

Adapun mekanisme pengambilan keputusan RUPS adalah sebagai berikut:

1. Keputusan Rapat diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, maka keputusan diambil dengan pemungutan suara, sesuai dengan kuorum pengambilan keputusan yang diatur di dalam Anggaran Dasar Perusahaan;
2. Pemungutan suara terhadap setiap mata acara Rapat dilakukan secara terbuka dengan prosedur mempersilakan mereka yang TIDAK SETUJU dan/atau memberikan suara ABSTAIN untuk mengangkat tangan dan menyerahkan kartu suara yang telah diisi kepada petugas Rapat. Mereka yang tidak mengangkat tangan, dianggap mengeluarkan suara yang sama dengan suara mayoritas Pemegang Saham. Ketentuan pemungutan suara ini secara mutatis mutandis berlaku bagi pemegang saham yang memberikan kuasa melalui e-Proxy.

Keterlibatan Pihak Independen dalam Penghitungan Suara

Perseroan telah menunjuk pihak independen yaitu Biro Administrasi Efek, PT Datindo Entrycom dalam melakukan penghitungan dan/atau memvalidasi suara dan notaris Fathiah Helmi, SH untuk selanjutnya melakukan validasi dan mengumumkan hasil penghitungan suara.

Kehadiran Dewan Komisaris, Direksi, Lembaga & Profesi Penunjang Pasar Modal

Pelaksanaan RUPS Tahunan yang membahas kinerja tahun buku 2020 dihadiri oleh anggota Dewan Komisaris dan Direksi yang menjabat sampai pada saat rapat tersebut diselenggarakan. RUPS juga dihadiri oleh Lembaga & Profesi Penunjang Pasar Modal sebagaimana tercantum dalam tabel berikut ini:

as stipulated in article 25 Paragraph (1) point a and paragraph (4) point a of the Company's Articles of Association were fulfilled and the implementation of the GMS is valid and may issue binding resolutions for the Company's Shareholders for each Agenda Item of the Meeting.

Vote Casting Process

Counting votes and voting procedures in the Annual GMS are explained in the GMS Rules of Procedures which are distributed to the shareholders and read out by the Chairperson of the Meeting before the GMS started. Information regarding the GMS Rules is published on the Company's website prior to the implementation of the GMS.

The mechanism for making GMS decisions are as follows:

1. Meeting resolutions are adopted based on deliberation to reach consensus. In the event that a decision based on deliberation to reach a consensus is not reached, then the resolution shall be adopted by majority voting, in accordance with the quorum for decision making as stipulated in the Articles of Association of the Company;
2. Voting on each agenda item of the meeting shall be conducted openly with the procedure of inviting those who are NOT IN FAVOR and/or ABSTAIN to raise their hands and hand over the filled in ballot cards to the meeting officers. Those who do not raise their hands are deemed to cast the same vote as the majority vote of the Shareholders. Such provision in casting votes is by "mutatis mutandis" in effect for the shareholders who extend their power of attorney by e-Proxy.

Participation of Independent Party in Vote Counting

The Company appointed an independent party, namely the Securities Administration Bureau, PT Datindo Entrycom, in conducting the calculation and validation of votes and Notary Fathiah Helmi for the validation process and announcement on results of the vote counting.

Attendance of the Board of Commissioners, the Board of Directors, Supporting Institutions & Professionals of the Capital Market

Implementation of Annual GMS that discussed the performance in fiscal year 2020 was attended by members of Board of Commissioners and the Board of Directors who served until the time of the Meeting. The GMS was also attended by Capital Market-supporting Institutions and Professions as listed in the table below.



Kehadiran Dewan Komisaris

Attendance of the Board of Commissioners

Nama Name	Jabatan Position	Keanggotaan pada Komite Committee Membership	Kehadiran dalam RUPS Tahun Buku 2020 Attendance in GSM Fiscal Year 2020
Franciscus M.A. Sibarani	Komisaris Utama President Commissioner	Ketua Komite Manajemen Risiko, Anggota Komite Nominasi dan Remunerasi Chairman of the Risk Management Committee, Member of the Nomination and Remuneration Committee	√
Oke Nurwan	Komisaris Commissioner	Sekretaris Komite Nominasi dan Remunerasi Secretary of the Nomination and Remuneration Committee	√
Darusman Mawardi	Komisaris Independen Independent Commissioner	Ketua Komite Audit, Anggota Komite Nominasi dan Remunerasi Chairman of the Audit Committee, Member of the Nomination and Remuneration Committee	√
Endang Tirtana	Komisaris Independen Independent Commissioner	Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee	√

Kehadiran Direksi

Attendance of the Board of Directors

Nama Name	Jabatan Position	Kehadiran dalam RUPS Tahun Buku 2020 Attendance in GSM Fiscal Year 2020
Jobi Triananda Hasjim	Direktur Utama President Director	√
Daconi	Direktur Produksi & Pengembangan Director of Production & Development	√
Mukhamad Saifudin	Direktur Pemasaran Director of Marketing	√
Amrullah	Direktur Umum & SDM Director of General Affairs & HR	-
M. Jamil	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	√

Kehadiran Lembaga & Profesi Penunjang Pasar Modal

Attendance of Capital Market Supporting Institutions & Professions

Biro Administrasi Efek Securities Administration Bureau	Notaris Notary	Kantor Akuntan Publik Public Accounting Firm
PT Datindo Entrycom	Fathiah Helmi, SH	Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Hasil Keputusan RUPS Tahunan

Perseroan mempublikasikan ringkasan risalah RUPS Tahunan Tahun Buku 2020 pada situs web Perseroan, yaitu: www.semenbaturaja.co.id dalam dua bahasa dan disampaikan pada Otoritas Jasa Keuangan dan Lembaga Pasar Modal lainnya pada tanggal 31 Mei 2021 serta dipublikasikan pada tanggal 31 Mei 2021 di surat kabar Media Indonesia dalam Bahasa Indonesia.

Hingga Laporan Tahunan ini diterbitkan, seluruh hasil keputusan RUPS Tahun Buku 2020 telah dilaksanakan. Penjelasan atas setiap mata acara RUPS diurai sebagai berikut.

Resolutions of the Annual GMS

The Company published the summary of the minutes of the Annual GMS of Fiscal Year 2020 on the Company website, namely www.semenbaturaja.co.id in two languages and submitted to the financial Services Authority and other Capital Market Institutions on 31 May 2021 in Media Indonesia daily newspaper in the the Indonesian language.

Until this Annual Report is published, all resolutions of the GMS have been implemented. Explanation for each of the agenda item of the GMS is described as follows.

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Mata Acara Rapat Pertama

First Meeting Agenda

Mata Acara Agenda	Persetujuan Laporan Tahunan Direksi mengenai keadaan dan jalannya Perseroan selama Tahun Buku 2020 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2020 dan Pengesahan Laporan Keuangan Tahun Buku 2020, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2020.			Approval of the Board of Directors' Annual Report regarding the condition and operation of the Company during Fiscal Year 2020 including the Report on the Implementation of the Board of Commissioners' Supervisory Duties for Fiscal Year 2020 and the Ratification of the Financial Statement of Fiscal Year 2020, as well as granting the release and discharge (volledig acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for the management and supervision actions undertaken during Fiscal Year 2020.
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	1 (satu) orang	1 (one) person		
Hasil Pemungutan Suara Voting Result	Setuju Agree	Tidak setuju Against	Abstain Abstain	
	8.428.946.700 suara votes (99,9970519%)	248.500 suara votes (0,0029481%)	0 suara votes (0%)	
Keputusan Rapat Meeting Resolutions	1. Menyetujui Laporan Tahunan Tahun Buku 2020 termasuk Laporan Tugas Pengawasan Dewan Komisaris. 2. Mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2020 yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (terafiliasi dengan RSM) sesuai laporannya no: 00068/2.1030/AU.1/04/1514-1/1/II/2021 tanggal 22 Februari 2021 dengan pendapat "wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anaknya tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2020 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan.			1. Approval of the Annual Report Fiscal Year 2020 including the Board of Commissioners' Supervisory Report for Fiscal Year 2020. 2. Ratification of the Company's Financial Statements for Fiscal Year 2020 which have been audited by Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners (affiliated with RSM) as contained in their report No. 00068/2.1030/AU.1/04/1514-1/1/II/2021 dated 22 February 2021 with the opinion "Fair, in all material respects, the consolidated financial position of PT Semen Baturaja (Persero) Tbk and its subsidiaries as of 31 December 2020, as well as the consolidated financial performance and cash flow for the year ended on that date, in accordance with Financial Accounting Standards in Indonesia," as well as granting full release and discharge (volledig acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for the management and supervisory actions that have been carried out in the Financial Year ending on 31 December 2020 as long as these actions are not a criminal act and are reflected in the books of the Company's reports."
Tindak Lanjut Follow-Up	Keputusan langsung berlaku			Resolutions immediately took effect



Mata Acara Rapat Kedua

Second Meeting Agenda

Mata Acara Agenda	Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan Program Kemitraan dan Bina Lingkungan yang telah dijalankan selama Tahun Buku 2020.			Ratification of the Annual Report including the Financial Statements for the Partnership and Community Development Program for Fiscal Year 2020, as well as granting full release and discharge (acquit et de charge) to the Board of Directors and the Board of Commissioners of the Company for the management and supervision of the Partnership and Community Development Program undertaken during Fiscal Year 2020.
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada			None
Hasil Pemungutan Suara Voting Result	Setuju Agree	Tidak setuju Against	Abstain Abstain	
	8.429.195.200 suara votes (100%)	0 suara vote (0%)	0 suara vote (0%)	
Keputusan Rapat Meeting Resolutions	1. Menyetujui Laporan Tahunan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020 2. Mengesahkan Laporan Keuangan Program Kemitraan dan Bina Lingkungan yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (terafiliasi dengan RSM) sesuai laporannya No: 00075/2.1030/AU.2/12/1514-1/1/II/2021 tanggal 22 Februari 2021, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam laporan tersebut.			1. Approval of the Annual Report on the Partnership and Community Development Program for Fiscal Year 2020. 2. Ratification of the Financial Statements of the Partnership and Community Development Program, audited by Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners (affiliated with RSM) as contained in their report No. 00075/2.1030/AU.2/12/1514-1/1/II/2021 dated 22 February 2021, as well as granting full release and discharge (volledig acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for the management and supervisory actions regarding the Partnership and Community Development Program for Fiscal Year 2020 as long as these actions are not a criminal acts and are reflected in the the report.
Tindak Lanjut Follow-Up	Keputusan langsung berlaku			Resolutions immediately took effect

Mata Acara Rapat Ketiga

Third Meeting Agenda

Mata Acara Agenda	Penetapan Penggunaan Laba Bersih Perseroan, Termasuk Pembagian Dividen untuk Tahun Buku 2020			Determining the use of the Company's Net Profits, including the distribution of dividends for Fiscal Year 2020
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada			None
Hasil Pemungutan Suara Voting Result	Setuju Agree	Tidak setuju Against	Abstain Abstain	
	8.429.195.200 suara votes (100%)	0 suara vote (0%)	0 suara vote (0%)	
Keputusan Rapat Meeting Resolutions	Menyetujui dan menetapkan penggunaan Laba bersih atribusi pemilik entitas induk Perseroan Tahun Buku 2020 sebesar Rp10.984.573.721 (Sepuluh Miliar Sembilan Ratus Delapan Puluh Empat juta Lima Ratus Tujuh Puluh Tiga Ribu Tujuh Ratus Dua Puluh Satu Rupiah) seluruhnya menjadi cadangan.			Approved to determine the use of Attribution of Net Profits for the Owners of the Parent Company for Fiscal Year 2020 amounting to Rp10,984,573,721 (ten billion nine hundred eighty four million five hundred seventy three thousand seven hundred twenty one rupiah) which all will be designated as reserves.
Tindak Lanjut Follow-Up	Penggunaan laba bersih sudah dicatat dalam pembukuan perusahaan.			The use of the net profit has been recorded in the Company's books.

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Mata Acara Rapat Keempat

Fourth Meeting Agenda

Mata Acara Agenda	Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2021.	Determining the tantiem for the Board of Directors and Board of Commissioners of the Company for Fiscal Year 2020 and remuneration for the Board of Directors and the Board of Commissioners for Fiscal Year 2021.
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada	None
Hasil Pemungutan Suara Voting Result	Setuju Agree 8.429.195.200 suara votes (100%)	Tidak setuju Against 0 suara vote (0%) Abstain Abstain 0 suara vote (0%)
Keputusan Rapat Meeting Resolutions	- Menyetujui memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2020, serta menetapkan honorarium, tunjangan, dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2021; dan - Menyetujui memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2020, serta menetapkan gaji, tunjangan dan fasilitas bagi Direksi untuk tahun 2021.	- Approved to grant authority and power to the Shareholders of Series A Dwiwarna Shares to determine the amount of tantiem for Fiscal Year 2020, as well as to determine the honorarium, allowances and facilities for members of the Board of Commissioners for 2021; and - Approved to grant authority and power to the Board of Commissioners by first obtaining written approval from the Shareholders of Series A Dwiwarna Shares to determine the amount of bonus for Fiscal Year 2020, as well as to determine the salaries, allowances, facilities and other incentives for the Board of Directors for the year 2021.
Tindak Lanjut Follow-Up	Persetujuan Pemegang Saham Seri A Dwiwarna diberikan berdasarkan surat Nomor SR-62/Wk2.MBU.D/10/2021 tanggal 04 Oktober 2021 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2021 yang ditujukan kepada Direksi dan Dewan Komisaris.	Approval of the Shareholders of Series A Dwiwarna Shares as per letter No. SR-62/Wk2.MBU.D/10/2021 dated 04 October 2021 on Determining the Income of the Board of Directors and the Board of Commissioners of PT Semen Baturaja (Persero) Tbk for Fiscal Year in 2021 provided to the Board of Directors and the Board of Commissioners.

Mata Acara Rapat Kelima

Fifth Meeting Agenda

Mata Acara Agenda	Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2021 dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2021 dengan ruang lingkup pekerjaan termasuk Laporan Evaluasi Kinerja Perusahaan, Laporan Evaluasi KPI dan Laporan Kepatuhan terhadap Perundang-undangan dan Pengendalian Intern.	Appointment of the Public Accounting Firm to audit the Company's Consolidated Financial Statements and the Financial Statements for the Partnership and Community Development Program for Fiscal Year 2021 with the scope of work to include the Report on Company Performance Assessment, Report on KPI Assessment and Report on Compliance to the Laws and Internal control.
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada	None
Hasil Pemungutan Suara Voting Result	Setuju Agree 8.429.195.200 suara votes (100%)	Tidak setuju Against 0 suara vote (0%) Abstain Abstain 0 suara votes (0%)



Keputusan Rapat Meeting Resolutions	1. Menyetujui penunjukan Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (terafiliasi dengan RSM) untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2021 dan periode lainnya dalam tahun buku 2021, dan Laporan Keuangan Penggunaan Dana Program Kemitraan dan Bina Lingkungan Tahun Buku 2021; 2. Memberikan pelimpahan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut; 3. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna untuk menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (terafiliasi dengan RSM) karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2021 dan periode lainnya dalam tahun buku 2021 dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan Perseroan Tahun Buku 2021.	1. Approved to appoint the services of Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (terafiliasi dengan RSM) to conduct general audit of the Company's Consolidated Financial Statements and other periods within Fiscal Year 2021, and the Financial Statements of the Use of Funds of the Partnership and Community Development Program for Fiscal Year 2021; 2. Approved to grant the authority to the Company's Board of Commissioners to determine the amount of fees for the audit services, additional scope of work required and other reasonable requirements for the Public Accounting Firm mentioned above; 3. Approved to grant the authority to the Board of Commissioners with prior written approval from the Shareholders of Series A Dwiwarna Shares to determine a replacement Public Accounting Firm in the event that the appointed Public Accountant Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (affiliated with RSM) should for any reason cannot complete the audit of the Company's Consolidated Financial Statements for Fiscal Year 2021 and other period within Fiscal Year 2021 and the Financial Statements of the Implementation of the Partnership and community Development Program for Fiscal Year 2021.
Tindak Lanjut Follow-Up	Surat Dewan Komisaris kepada Direksi PT Semen Baturaja (Persero) Tbk Nomor : No.S-15/DK-SB/VI/2021 Tanggal 30 Juni 2021 perihal penunjukkan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan dan Purchase Order Nomor: 4000004868 tanggal 12 Oktober 2021 tentang Jasa Audit Laporan Keuangan Tahunan 2021.	Letter of the Board of Commissioners to the Board of Directors of PT Semen Baturaja (Persero) Tbk No. No.S-15/DK-SB/VI/2021 dated 30 June 2021 regarding the appointment of Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners and the Purchase Order No. 4000004868 dated 12 October 2021 on the Audit Services of Financial Statements of Fiscal Year 2021.

Mata Acara Rapat Keenam

Sixth Meeting Agenda

Mata Acara Agenda	Penguatan Pemberlakuan Peraturan Menteri BUMN	Enforcement of Regulations of the Minister of BUMN
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada	None
Hasil Pemungutan Suara Voting Result	Setuju Agree 8.429.068.200 suara votes (99,9984933%)	Tidak setuju Against 127.000 suara votes (0,0015067%) Abstain Abstain 0 suara vote (0%)
Keputusan Rapat Meeting Resolutions	Menyetujui mengukuhkan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-11/MBU/11/2020, Nomor PER-1/MBU/03/2021, Nomor PER-03/MBU/03/2021, Nomor PER-05/MBU/04/2021 dan Nomor PER-07/MBU/04/2021 beserta perubahannya di kemudian hari.	Approved the enforcement of the Regulations of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-11/MBU/11/2020, No. PER-1/MBU/03/2021, No. PER-03/MBU/03/2021, No. PER-05/MBU/04/2021 and No. PER-07/MBU/04/2021 as well as their future amendments.
Tindak Lanjut Follow-Up	Keputusan langsung berlaku	Resolutions immediately took effect

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Mata Acara Rapat Ketujuh

Seventh Meeting Agenda

Mata Acara Agenda	Perubahan Anggaran Dasar Perseroan	Changes in the Company's Articles of Association
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada	None
Hasil Pemungutan Suara Voting Result	Setuju Agree 8.413.481.800 suara votes (99,8135836%)	Tidak setuju Against 15.713.400 suara votes (0,1864164%) Abstain Abstain 0 suara vote (0%)
Keputusan Rapat Meeting Resolutions	- Menyetujui perubahan Anggaran Dasar Perseroan diantaranya untuk menyesuaikan dengan Peraturan Otoritas Jasa Keuangan No. 32/POJK.04/2015 tentang Penambahan Modal Perusahaan Terbuka dengan Memberikan Hak Memesan Efek Terlebih Dahulu sebagaimana telah diubah dengan POJK No. 14/POJK.04/2019, Peraturan Otoritas Jasa Keuangan Nomor 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan RUPS Perusahaan Terbuka, Peraturan Otoritas Jasa Keuangan Nomor 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik dan Perubahan Pasal 12 dan Pasal 15 Anggaran Dasar Perseroan; - Menyetujui untuk menyusun kembali seluruh ketentuan dalam Anggaran Dasar sehubungan dengan perubahan sebagaimana dimaksud pada angka 1 keputusan tersebut di atas; - Memberikan kuasa dan wewenang kepada Direksi dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan mata acara Rapat, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau tanda penerimaan pemberitahuan perubahan Anggaran Dasar Perseroan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar tersebut jika hal tersebut dipersyaratkan oleh instansi yang berwenang.	- Approved the changes in the Company Articles of Association, among which is to adjust to the the Regulation of the Financial Services Authority No. 32/POJK.04/2015 regarding the Additional Capital of Public Companies by Providing the Rights for Securities Pre-Order as amended with POJK No. 14/POJK.04/2019, Financial Services Authority Regulation No. 15/POJK.04/2020 on Plans and Implementation of GMS of Public Companies, Financial Services Authority Regulation No. 16/POJK.04/2020 on the Implementation of Electronic General Meeting of Shareholders of Public Companies and Amendment of Article 12 and Article 15 of the company Articles of Association; - Approved to recompose all provision of the Aricles of Association in relation to the changes referred to in point 1 of the abovementioned resolution; - Grant the power and authority to the Board of Directors with the righs of substitution to conduct all necessary actions related to the resolution of the Meeting's agenda items, including to prepare and restate the entire Articles of Association in a Notarial Deed and submit to the authorized agency to obtain the approval and/or sign of receipt of noification of the amended Articles of Association of the Company, to carry out all necessary and beneficial actions for the abovementioned purpose with no exception, including to add and/or amend within the amendment of the Articles of Association if it is required by the authorized agency.
Tindak Lanjut Follow-Up	Anggaran Dasar Perseroan sebagaimana tercantum dalam Akta Pernyataan Keputusan Rapat umum Pemegang Saham Tahunan No.68 tanggal 25 Juni 2021, dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, yang telah mendapatkan surat keputusan dari Menteri hukum dan HAM No. AHU-AH.01.03-0430893 tanggal 23 Juli 2021 dan telah didaftarkan dalam Daftar Perseroan No. AHU-0127661.AH.01.11. Tahun 2021 tanggal 23 Juli 2021.	The company's Articles of Association, as stated in the Statement Deed of the Resolutions of the General Meeting of Shareholders No. 68 dated 25 June 2021, made before Fathiah Helmi, S.H., Notary in Jakarta, who has been given the Decree of the Minister of Law and Human Rights No. AHU-AH.01.03-0430893 dated 23 July 2021 and registered in Company List/Registry No. AHU-0127661.AH.01.11. Year 2021 dated 23 July 2021.



Mata Acara Rapat Kedelapan

Eight Meeting Agenda

Mata Acara Agenda	Perubahan Susunan Pengurus Perusahaan	Changes in the Composition of the Company's Management
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada	None
Hasil Pemungutan Suara Voting Result	Setuju Agree 8.413.233.300 suara votes (99,8106355%)	Tidak setuju Against 15.961.900 suara votes (0,1893645%) Abstain Abstain 0 suara vote (0%)
Keputusan Rapat Meeting Resolutions	1. Menyetujui mengangkat Sdr Chowadja Sanova sebagai Komisaris Independen Perseroan. 2. Menyetujui mengubah nomenklatur jabatan anggota Direksi Perseroan, yaitu semula Direktur Keuangan menjadi Direktur Keuangan dan Manajemen Risiko. 3. Menyetujui mengalihkan penugasan Sdr M Jamil yang diangkat berdasarkan keputusan RUPS Tahunan tahun buku 2016 dari semula Direktur Keuangan menjadi Direktur Keuangan dan Manajemen Risiko, dengan masa jabatan meneruskan sisa masa jabatan sebagaimana keputusan RUPS dimaksud. 4. Masa jabatan anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 1 sesuai dengan ketentuan Anggaran Dasar Perseroan dengan memperhatikan Peraturan Perundang-undangan di bidang pasar modal dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. 5. Dengan adanya pengangkatan anggota Dewan Komisaris sebagaimana dimaksud pada angka 1 serta perubahan nomenklatur jabatan pengalihan tugas Anggota Direksi sebagaimana dimaksud pada angka 2 dan 3, maka susunan pengurus Perseroan menjadi sebagai berikut: a. Dewan Komisaris Board of Commissioners 1) Komisaris Utama President Commissioner : Franky Sibarani 2) Komisaris Commissioner : Oke Nurwan 3) Komisaris Independen Independent Commissioner : Darusman Mawardi 4) Komisaris Independen Independent Commissioner : Endang Tirtana 5) Komisaris Independen Independent Commissioner : Chowadja Sanova b. Direksi Board of Directors 1) Direktur Utama President Director : Jobi Triananda Hasjim 2) Direktur Umum dan SDM : Amrullah 3) Direktur Produksi dan Pengembangan : Daconi 4) Direktur Pemasaran Director of Marketing : Mukhamad Saifudin 5) Direktur Keuangan dan Manajemen Risiko : M. Jamil 6. Anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 1 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. 7. Menyetujui memberikan kuasa dengan hak substitusi kepada Direksi Perseroan untuk menyatakan yang diputuskan Rapat RUPS ini dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat yang berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan Rapat. 6. Appointed Members of the Board of Commissioners as mentioned in point 1 who remain in other concurrent positions prohibited by laws and regulations for members of the Board of commissioners of State-Owned Enterprises, thus the concerned personnel must resign or be dismissed from the said position. 7. Approved to grant the authority with the rights of substitution to the Company's board of Directors to state the resolutions of the GMS in the form of a Notarial Deed and before a Notary or authorized personnel, and conduct necessary adjustments or revisions if required by the authorized party for the purpose of the implementation of the Meeting's resolutions.	
Tindak Lanjut Follow-Up	Keputusan langsung berlaku	Resolutions immediately took effect

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Keputusan RUPS Tahun Buku 2020 dan Alasan Dalam Hal Terdapat Keputusan RUPS yang Belum Direalisasikan

Hasil Keputusan RUPS Tahun Buku 2020 telah seluruhnya dilaksanakan pada tahun 2021. Tidak terdapat keputusan RUPS Tahun Buku 2019 yang dilaksanakan pada tahun 2021. Tindak lanjut atas Keputusan RUPS Tahun Buku 2019 tersebut telah tercantum dalam Laporan Tahunan Tahun Buku 2020.

Keputusan RUPS Tahun Sebelumnya (2020)

Pada tahun 2020, Semen Baturaja hanya menyelenggarakan 1 (satu) kali RUPS, yakni RUPS Tahunan yang membahas usaha Perseroan pada tahun buku 2019. Kegiatan diselenggarakan pada hari Rabu, tanggal 5 Agustus 2020 pukul 14.00-selesai WIB, bertempat di Hotel Sari Pacific Jakarta.

Proses penyelenggaraan RUPS dilaksanakan berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan Peraturan Otoritas Jasa keuangan Nomor 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik. RUPS Tahunan dipimpin oleh Komisaris Utama dengan terlebih dahulu membacakan tata tertib RUPS sebelum memasuki mata acara rapat.

Keputusan dan Realisasi

Hasil Keputusan RUPS Tahun Buku 2019 telah seluruhnya dilaksanakan pada tahun 2020. Tidak terdapat keputusan RUPS Tahun Buku 2019 yang dilaksanakan pada tahun 2020. Tindak lanjut atas Keputusan RUPS Tahun Buku 2019 tersebut telah tercantum dalam Laporan Tahunan Tahun Buku 2020.

Ringkasan risalah RUPS Tahunan telah dipublikasikan pada *website* Perseroan yaitu: www.semenbaturaja.co.id dalam 2 (dua) bahasa dan disampaikan pada Otoritas Jasa Keuangan serta lembaga pasar modal lainnya pada tanggal 7 Agustus 2020. Keputusan RUPS juga telah dipublikasikan pada tanggal 7 Agustus 2020 di surat kabar Media Indonesia dalam Bahasa Indonesia.

Seluruh hasil keputusan RUPS telah dilaksanakan. Penjelasan atas setiap mata acara RUPS Tahun Buku 2019 tercantum dalam tabel di bawah ini:

Resolutions of the GMS of Fiscal Year 2020 and the Reasons for Unrealized GMS Resolutions

Resolutions of the GMS of Fiscal Year 2020 have been fully implemented in the year 2021. No resolutions of the GMS of Fiscal Year 2019 was carried out in 2021. Follow-ups of Resolutions of the GMS of Fiscal Year 2019 are reported in the Annual Report of Fiscal Year 2020.

Resolutions of the GMS of Previous Year (2020)

In the year 2020, Semen Baturaja only held 1 (one) GMS, namely the Annual GMS which discussed the Company's business in the year 2019. The event was held on Wednesday, dated 5 August 2020 at 14.00-finish WIB, at the Sari Pacific Hotel, Jakarta.

The process of holding the GMS was based on the Financial Services Authority Regulation No. 15/POJK.04/2020 on the Plan and Implementation of General Meeting of Shareholders of Public Companies and Financial Services Authority Regulation No. 16/POJK.04/2020 on the Implementation of Electronic General Meeting of Shareholders. The Annual GMS was chaired by the President Commissioners by first reading out the GMS rules prior to begin with the meeting agenda.

Resolutions and Realization

The resolutions of the the GMS of Fiscal Year 2019 have all been implemented in the year 2020. No resolution of the GMS of Fiscal Year 2019 were carried out in the year 2020. Follow-ups of the resolutions of Fiscal Year 2019 are reported in the Annual Report of Fiscal Year 2020.

The Summary of Minutes of the Annual GMS was published in the Company's website, www.semenbaturaja.co.id in 2 (two) languages and sbmitted to the Financial Services Authority as well as other agencies in the capital market sector on 7 August 2020. Resolutions of the GMS was also published on 7 August 2020 in Media Indonesia daily newspaper in the Indonesian language.

All resolutions of the GMS have been realized. Explanation on each of the agenda item of GMS of Fiscal Year 2019 is noted in the table below:



Mata Acara Rapat Pertama

First Meeting Agenda

Mata Acara Agenda	Persetujuan Laporan Tahunan Direksi mengenai keadaan dan jalannya Perseroan selama Tahun Buku 2019 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2019 dan Pengesahan Laporan Keuangan Tahun Buku 2019, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2019			Approval of the Board of Directors' Annual Report on the condition and the operation of the Company during Fiscal Year 2019, including the Report on the Implementation of the Board of Commissioners' Supervisory Duties during Fiscal Year 2019, and the provision of full release and discharge (volledig acquit et de charge) to the Board of Directors and the Board of Commissioners of the Company for the management and supervision actions carried out during Fiscal Year 2019
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	2 (dua) orang			2 (two) persons
Hasil Pemungutan Suara Voting Result	Setuju Agree	Tidak setuju Against	Abstain Abstain	
	7.526.289.143 suara votes (99,9999399%)	0 suara vote (0%)	4.520 suara votes (0,000601%)	
Keputusan Rapat Meeting Resolutions	1. Menyetujui Laporan Tahunan Tahun Buku 2019 termasuk Laporan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2019. 2. Mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2019 yang telah diaudit oleh Kantor Akuntan Publik Djoko, Sidik & Indra sebagaimana dimuat dalam laporannya Nomor: 00006/2.0999/AU.1/04/1275-1/1/II/2020 tanggal 14 Februari 2020 dengan pendapat "Wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anaknya tanggal 31 Desember 2019, serta kinerja keuangan dan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2019 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan Tahun Buku 2019.			1. Approved the Annual Report of Fiscal Year 2019 including the Report on the Supervisory Duties of Board of Commissioners during Fiscal Year 2019. 2. Ratified the Financial Statements of the Company for Fiscal Year 2019 which has been audited by Public Accounting Firm Djoko, Sidik & Indra as stated in their report No. 00006/2.0999/AU.1/04/1275-1/1/II/2020 dated 14 February 2020 with the opinion "Fair, in all material matters, the consolidated financial position of PT Semen Baturaja (Persero) Tbk and subsidiaries as of 31 December 2019, as well as the financial performance and consolidated cashflow for the year ending on the mentioned date, in accordance with the Financial Accounting Standards in Indonesia, as well as granting the full release and discharge (volledig acquit et de charge) to the Board of Directors and the Board of Commissioners of the company for the management and supervisory actions undertaken during the Fiscal Year ending as of 31 December 2019, as long as such actions are not of criminal nature and are reflected in the company's reports in Fiscal year 2019.
Tindak Lanjut Follow-Up	Keputusan langsung berlaku			Resolutions immediately took effect

Mata Acara Rapat Kedua

Second Meeting Agenda

Mata Acara Agenda	Pengesahan Laporan Tahunan termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2019, sekaligus pemberian pelunasan dan pembebasan tanggung jawab (acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan Program Kemitraan dan Bina Lingkungan yang telah dijalankan selama Tahun Buku 2019.			Ratification of the Annual Report including the Financial Statements for the Partnership and Community Development Program for Fiscal Year 2019, as well as the provision of release and discharge (acquit et de charge) to the Board of Directors and the Board of Commissioners of the Company for the management and supervision of the Partnership and Community Development Program carried out during Fiscal Year 2019.
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada			None
Hasil Pemungutan Suara Voting Result	Setuju Agree	Tidak setuju Against	Abstain Abstain	
	7.526.291.143 suara votes (99,9999665%)	0 suara vote (0%)	2.520 suara votes (0,000335%)	

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Keputusan Rapat Meeting Resolutions	Menyetujui Laporan Tahunan Program Kemitraan dan Bina Lingkungan Tahun Buku 2019 dan mengesahkan Laporan Keuangan Program Kemitraan dan Bina Lingkungan yang telah diaudit oleh Kantor Akuntan Publik Djoko, Sidik & Indra sebagaimana dimuat dalam laporannya Nomor: 00004/2.0999/AU.2/10/1275-1/1/II/2020 tanggal 14 Februari 2020 dengan pendapat "Wajar, dalam semua hal yang material", posisi keuangan Program Kemitraan dan Bina Lingkungan PT Semen Baturaja (Persero) Tbk tanggal 31 Desember 2019, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan-Entitas Tanpa Akuntabilitas Publik di Indonesia" serta memberikan pelunasan dan pembebasan tanggung jawab (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan Program kemitraan dan Bina Lingkungan Tahun Buku 2019, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam buku-buku laporan Perseroan Tahun Buku 2019.	Approvd the Annual Report of the Partnership and Community Development Program of Fiscal Year 2019 and ratified the financial Statements of the Partnership and Community Development Program, audited by the Public Accountant Firm Djoko, Sidik & Indra as stated in their report No. 00004/2.0999/AU.2/10/1275-1/1/II/2020 dated 14 February 2020 with the opinion "Fair, in all material respects, the financial position of the Partnership and Community Development Program of PT Semen Baturaja (Persero) Tbk dated 31 December 2019, as well as its activities and cash flows for the year ended on that date in accordance with Financial Accounting Standards - Entities Without Public Accountability in Indonesia "as well as granting release and discharge (volledig acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for the management and supervision of the Partnership and Community Development Program for Fiscal Year 2019, as long as the action is not a criminal act and is reflected in the Company's reports for the 2019 Fiscal Year.
Tindak Lanjut Follow-Up	Keputusan langsung berlaku	Resolutions immediately took effect

Mata Acara Rapat Ketiga

Third Meeting Agenda

Mata Acara Agenda	Penetapan penggunaan Laba Bersih Perseroan, termasuk pembagian Dividen untuk Tahun Buku 2019	Determine the use of the Company's Net Profit, including the disribution of dividends for Fiscal Year 2019
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	1 (satu) orang	1 (one) person
Hasil Pemungutan Suara Voting Result	Setuju Agree 7.526.291.143 suara votes (99,9999665%)	Tidak setuju Against 0 suara vote (0%) Abstain Abstain 2.520 suara votes (0,0000335%)
Keputusan Rapat Meeting Resolutions	- Menyetujui menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2019 sebesar Rp30.072.339.000 sebagai berikut: - Sebesar 20,48% atau Rp6.158.815.000 ditetapkan sebagai dividen tunai - Sebesar 79,52% atau Rp23.913.524.000 ditetapkan sebagai cadangan lainnya. - Menyetujui memberikan wewenang dan kuasa kepada Direksi Perseroan dengan hak substitusi untuk mengatur lebih lanjut mengenai tata cara dan pelaksanaan pembagian dividen tunai tersebut sesuai dengan ketentuan yang berlaku, termasuk melakukan pembulatan ke atas untuk pembayaran dividen per saham.	- Approved to determine the use of the Company's Net Profits for Fiscal Year 2019 with a total of Rp76,071,972,677 as follows: - 20.48% or Rp6,158,815,000 is determined as cash dividends - 79.52% or Rp23,913,524,000 is determined as other reserves. - Approved to grant authority and power to the Board of Directors of the Company with the right of substitution to further regulate the procedure and implementation of the cash dividend distribution in accordance with applicable regulations, including rounding up the payment of dividends per share.
Tindak Lanjut Follow-Up	Tata Cara Pembayaran Dividen Tunai Tahun Buku 2019 tercantum pada Ringkasan Hasil Keputusan RUPS Tahun Buku 2019 yang dipublikasikan melalui situs Web Perseroan, Situs Web Bursa Efek Indonesia, Otoritas Jasa Keuangan dan melalui iklan di surat kabar Media Indonesia pada tanggal 7 Agustus 2020. Pembayaran dividen dari laba tahun buku 2019 telah dilakukan pada tanggal 4 September 2020.	Procedures for Cash Dividend Payment for Fiscal Year 2019 are listed in the Summary of the Resolutions of the 2019 Annual GMS published on the Company's website, Indonesia Stock Exchange website, the Financial Services Authority and through advertisements in Media Indonesia on 7 August 2020. Dividend payment from the 2019 year's profit was conducted on 4 September 2020.



Mata Acara Rapat Keempat

Fourth Meeting Agenda

Mata Acara Agenda	Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2020	Determine the Tantiem for the Board of Directors and Board of Commissioners of the Company for Fiscal Year 2019 and Remuneration for the Board of Directors and the Board of Commissioners for Fiscal Year 2020.
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada	None
Hasil Pemungutan Suara Voting Result	Setuju Agree 7.526.291.143 suara votes (99,9999665%)	Tidak setuju Against 0 suara vote (0%) Abstain Abstain 2.520 suara votes (0,0000335%)
Keputusan Rapat Meeting Resolutions	1. Menyetujui memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2019, serta menetapkan honorarium, tunjangan, dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2020. 2. Menyetujui memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2019, serta menetapkan gaji, tunjangan, fasilitas dan insentif lainnya bagi Direksi untuk tahun 2020.	1. Approved to grant authority and power to the Shareholders of Series A Dwiwarna Shares to determine the amount of tantiem for Fiscal Year 2019, as well as to determine the honorarium, allowances and facilities for members of the Board of Commissioners for the year 2020. 2. Approved to grant authority and power to the Board of Commissioners by obtaining prior written approval from the Shareholders of Series A Dwiwarna Shares to determine the amount of tantiem for the 2019 Fiscal Year, as well as to determine the salary, allowances, facilities and other incentives for the Board of Directors for the year 2020.
Tindak Lanjut Follow-Up	Persetujuan Pemegang Saham Seri A Dwiwarna dan penetapan melalui Surat Kementerian BUMN Nomor: S-17/Wk1.MBU.F/08/2020 tanggal 05 Agustus 2020 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2020.	Approval from the Shareholders of Series A Dwiwarna Shares through a letter from the Ministry of BUMN No. S-17/Wk1.MBU.F/08/2020 dated 05 August 2020 regarding the Determined Income for the Board of Directors and the Board of Commissioners of PT Semen Baturaja (Persero) Tbk.

Mata Acara Rapat Kelima

Fifth Meeting Agenda

Mata Acara Agenda	Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020	Appointment of a Public Accounting Firm to audit the Company's Financial Statements and Financial Statements for the Partnership and Community Development Program for tFiscal Year 2020.
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada	None
Hasil Pemungutan Suara Voting Result	Setuju Agree 77.526.164.143 suara votes (99,9982791%)	Tidak setuju Against 127.000 suara votes (0,0016874%) Abstain Abstain 2.520 suara votes (0,0000335%)

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Keputusan Rapat Meeting Resolutions	1. Menyetujui meminta kepada Dewan Komisaris Perseroan agar melakukan pengadaan jasa Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku 2020. Selanjutnya, hasil pengadaan dimaksud agar disampaikan kepada Pemegang Saham Seri A Dwiwarna untuk mendapat penetapan. 2. Berkenaan dengan hal tersebut angka 1, menyetujui memberikan kuasa dan wewenang kepada Pemegang Saham Mayoritas untuk menetapkan Kantor Akuntan Publik atau Kantor Akuntan Publik pengganti dalam hal KAP yang ditunjuk karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Perseroan Tahun Buku 2020 dan Laporan Keuangan PKBL Tahun Buku 2020 berdasarkan pada usulan Dewan Komisaris. 3. Menyetujui melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi kantor akuntan publik tersebut.	1. Approved to request the Board of Commissioners to procure the services of a Public Accounting Firm to audit the Company's consolidated financial Statements and the Financial Statements for the Implementation of the Partnership and Community Development Program for Fiscal Year 2020. Subsequently, results of such procurement to be reported to the Shareholders of Series A Dwiwarna Shares for reatification. 2. In regard to the matter mentioned in point1, approved to grant the power and authority to the Majority Shareholders to determine the Public Accounting Firm (KAP) or Public Accounting Firm in replacement should the appointed KAP for any reason is not able to complete the audit of the Company's Financial Statement of Fiscal Year 2020 and the Financial Statement of the Partnership and Community Development Program of Fiscal Year 2020 based on the recommendation of the Board of Commissioners. 3. Approved to delegate the authority to the Board of Commissioners of the Company to determine the amount of fees for the audit services, additional scope of work required and other reasonable requirements for the public accounting firm.
Tindak Lanjut Follow-Up	Persetujuan Pemegang Saham Seri A Dwiwarna melalui Surat Kementerian BUMN Nomor S-1204/MBU/12/2020 tanggal 22 Desember 2020 perihal persetujuan KAP PT Semen Baturaja (Persero) Tbk. Surat Dewan Komisaris kepada Direksi PT Semen Baturaja (Persero) Tbk Nomor : S-36/DK-SB/XII/2020 tanggal 23 Desember 2020 perihal Penetapan Kantor Akuntan Publik (KAP) PT Semen Baturaja (Persero) Tbk. 1. Menetapkan KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan (terafiliasi dengan RSM) sebagai KAP yang akan melaksanakan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020 dan Laporan Tahunan Pelaksanaan PKBL Tahun Buku 2020. 2. Pelaksanaan Audit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020 dan Laporan Tahunan Pelaksanaan PKBL Tahun Buku 2020 dimaksud agar dipastikan seluruh ruang lingkup pekerjaan yang telah disepakati termasuk Laporan Evaluasi Kinerja Perusahaan, Laporan Evaluasi KPI, dan Laporan Kepatuhan terhadap Peraturan Perundang-undangan dan Pengendalian Intern diselesaikan secara tepat waktu dan berkualitas sesuai standar. 3. Hasil Laporan Audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020 dan Laporan Keuangan PKBL Tahun Buku 2020 agar disampaikan paling lambat pada akhir bulan Februari 2021.	Approval from the Shareholders of Series A Dwiwarna Shares through a letter from the Ministry of BUMN No. S-1204/MBU/12/2020 dated 22 December 2020 regarding the approval of KAP of PT Semen Baturaja (Persero) Tbk. Letter of the Board of Commissioners to the Board of Directors of PT Semen Baturaja (Persero) Tbk No. S-36/DK-SB/XII/2020 dated 23 December 2020 regarding the Appointment of a Public Accountant Firm (KAP) of PT Semen Baturaja (Persero) Tbk. Submission of the content of the letter is as follows: 1. To determine KAP Amir Abadi Jusuf, Aryanto, Mawar and Partners (affiliated with RSM) as the KAP to audit the Company's Consolidated Financial Statements for Fiscal Year 2020 and 2020 Financial Statements of PKBL Implementation. 2. Implementation of the audit of the Company's Consolidated Financial Statements of Fiscal Year 2020 and the 2020 PKBL Financial Statements is intended to cover all scope of work agreed upon, including the Report on the Company Performance Assessment, Report on KPI Assessment, and Report on Compliance to the Laws and Regulations and Internal Control to be completed on timely basis and in standard quality. 3. Results of the Audit Report on the Company's Consolidated Financial Statements of Fiscal Year 2020 and PKBL Financial Statements of Fiscal Year 2020 to be submitted no later than the end of February 2021.

Mata Acara Rapat Keenam

Sixth Meeting Agenda

Mata Acara Agenda	Perubahan Pengurus Perseroan	Change in the Composition of the Company's Management	
Jumlah Pemegang Saham yang Bertanya/Memberikan Pendapat Number of Shareholders Who Raised Questions/Provide Opinion	Tidak ada	None	
Hasil Pemungutan Suara Voting Result	Setuju Agree 77.526,164.143 suara votes (99,9982791%)	Tidak setuju Against 127.000 suara votes (0,0016874%)	Abstain Abstain 2.520 suara votes (0,0000335%)



Keputusan Rapat Meeting Resolutions

- Menyetujui memberhentikan dengan hormat Sdr Dede Parasade sebagai Direktur Pemasaran PT Semen Baturaja (Persero) Tbk yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2016 tanggal 27 April 2017 jo. RUPS Tahunan Tahun Buku 2018 tanggal 16 Mei 2019, terhitung sejak ditutupnya Rapat, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota Direksi Perseroan.
 - Menyetujui mengangkat Sdr Mukhamad Saifudin sebagai Direktur Pemasaran PT Semen Baturaja (Persero) Tbk sejak ditutupnya rapat.
 - Menyetujui memberhentikan dengan hormat nama-nama tersebut dibawah ini sebagai anggota Dewan Komisaris PT Semen Baturaja (Persero) Tbk:
 - Sdr. Harjanto Sebagai Komisaris Utama
 - Sdri. Dewi Yustisiana Sebagai Komisaris Independen
 - Sdr. Kiki Rizki Yoctavian Sebagai Komisaris Yang masing-masing diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2016, RUPS Luar Biasa Tahun 2018, dan RUPS Tahunan Tahun Buku 2014, terhitung sejak ditutupnya Rapat, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Anggota Dewan Komisaris Perseroan.
 - Menyetujui mengangkat nama-nama tersebut di bawah ini sebagai Anggota Dewan Komisaris Perseroan:
 - Sdr. Franciscus M.A Sibarani Sebagai Komisaris Utama
 - Sdr. Endang Tirtana Sebagai Komisaris Independen
 - Masa jabatan anggota-anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 2 dan angka 4, sesuai dengan ketentuan Anggaran Dasar Perseroan, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.
 - Dengan adanya pemberhentian dan pengangkatan Anggota Direksi dan Dewan Komisaris sebagaimana dimaksud pada angka 1,2,3, dan 4, maka susunan keanggotaan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk menjadi sebagai berikut:
- Approved the dismissal with honor of Mr. Dede Parasade as Director of Marketing of PT Semen Baturaja (Persero) Tbk, appointed based on the Resolutions of Annual GMS of Fiscal Year 2016 dated 27 April 2017 jo. Annual Report of Fiscal Year 2018 dated 16 May 2019, effective as of the closing of the Meeting, with extending the Company's appreciation for the physical and mindful contribution provided during his post as member of the Company's Board of Directors.
 - Approved the appointment of Mr. Mukhamad Saifudin as Director of Marketing of PT Semen Baturaja (Persero) Tbk effective as of the closing of the Meeting.
 - Approved the dismissal with honor the names stated below as members of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk:
 - Mr. Harjanto as President Commissioner
 - Ms. Dewi Yustisiana as Independent Commissioner
 - Mr. Kiki Rizki Yoctavian as Commissioner
 Each of the individual above were appointed based on the Resolutions of the Annual GMS of Fiscal Year 2016, Extraordinary GMS of 2018, and Annual GMS of Fiscal Year 2014, effective as of the closing of the Meeting, with extending the Company's appreciation for the physical and mindful contribution provided during their posts as Members of the Board of Commissioners.
 - Approved the appointment of the names stated below as Members of the Company's Board of Commissioners:
 - Mr. Franciscus M.A Sibarani as President Commissioner
 - Ms. Endang Tirtana as Independent Commissioner
 - The term of office of members of the Board of Directors and the Board of Commissioners appointed as stated in point 2 and point 4 above, is in accordance with the provisions of the Company's Articles of Association, pertaining to to the provisions of the laws and regulations in the Capital Market and without reducing the rights of the GMS to dismiss at any time.
 - With the dismissal and appointment of Members of the Board of Directors and the Board of Commissioners as stated in point 1, 2, 3 and 4 above, thus the composition of the membership of the Board of Directors and the Board of Commissioners of PT Semen Baturaja (persero) Tbk is as follows:

Direksi | Board of Directors

No	Nama Name	Jabatan Position
1	Jobi Triananda Hasjim	Direktur Utama President Director
2	Daconi	Direktur Produksi & Pengembangan Director of Production & Development
3	Mukhamad Saifudin	Direktur Pemasaran Director of Marketing
4	Amrullah	Direktur Umum & SDM Director of General Affairs and HR
5	M. Jamil	Direktur Keuangan Director of Finance

Dewan Komisaris | Board of Commissioners

No	Nama Name	Jabatan Position
1	Franciscus M.A Sibarani (Franky Sibarani)	Komisaris Utama President Commissioner
2	Oke Nurwan	Komisaris Commissioner
3	Darusman Mawardi	Komisaris Independen Independent Commissioner
4	Endang Tirtana	Komisaris Independen Independent Commissioner

Rapat Umum Pemegang Saham

General Meeting of Shareholders

	7. Anggota-Anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 2 dan angka 4 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Direksi atau Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. 8. Menyetujui memberikan kuasa dengan hak substitusi kepada Direksi Perseroan untuk menyatakan yang diputuskan Rapat dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat yang berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak	7. Appointed Members of the Board of Directors and the Board of Commissioners as stated in point 2 and point 4 above who remain concurrently in other positions that are prohibited for the Board of Directors or the Board of Commissioners of State-Owned Enterprises, thus such concerned personnel are obliged to resign or be dismissed from the said position. 8. Approved to grant the power and authority to the Board of Directors of the Company with the right of substitution to convey the Meeting's Resolutions in the form of Notarial Deed as well as meet before a Notary or authorized official, and undertake necessary adjustments or revisions needed if required by authorized party.
Tindak Lanjut Follow-Up	Keputusan langsung berlaku	Resolution immediately took effect

Keterlibatan Pihak Independen dalam Penghitungan Suara

Perseroan telah menunjuk pihak independen, yaitu Biro Administrasi Efek PT Datindo Entrycom dan Notaris Fathiah Helmi untuk melakukan penghitungan dan/atau memvalidasi suara.

Involvement of Independent Parties in Vote Casting

The Company has appointed independent parties, namely the Securities Administration Bureau PT Datindo Entrycom and Notary Fathiah Helmi to conduct the casting and/or validation of votes.

Penyelenggaraan RUPS pada Entitas Anak dan Afiliasi

Terkait Surat Edaran Menteri BUMN Nomor SE-06/MBU/06/2020 tanggal 16 Juni 2020 tentang Penyelenggaraan Rapat Umum Pemegang Saham pada Anak Perusahaan BUMN dan Afiliasi yang Terkonsolidasi BUMN, Perseroan telah menyampaikan surat kepada anak usaha Perseroan, yaitu PT Baturaja Multi Usaha. Pemberitahuan disampaikan pada 29 Juni 2020 yang isinya mengenai instruksi agar pelaksanaan RUPS Tahunan anak perusahaan BUMN dilakukan setelah pelaksanaan RUPS Tahunan induk perusahaan.

Implementation of GMS of Subsidiaries and Affiliates

Regarding the Circular Letter of the Minister of SOEs Number SE-06/MBU/06/2020 dated June 16, 2020 on the Holding of the General Meeting of Shareholders in SOE's Subsidiaries and SOE's Consolidated Affiliates, the Company has submitted letter to the Company's subsidiary, namely PT Baturaja Multi Usaha. The notification was delivered on June 29, 2020, which contained instructions for the implementation of the Annual GMS of the SOE subsidiary to be carried out after the holding of the Annual GMS of the parent company.



Uraian Dewan Komisaris

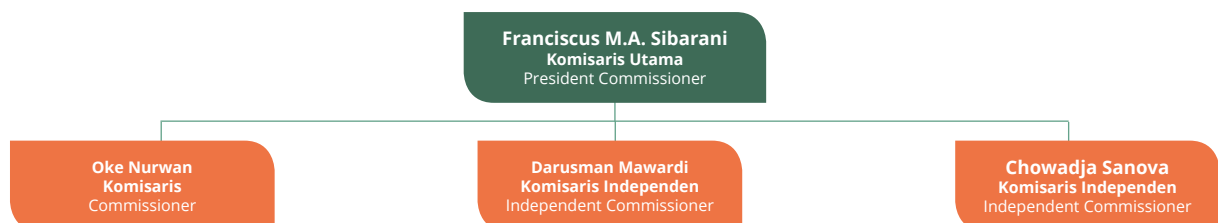
Description of the Board of Commissioners

Sebagai organ Perseroan, Dewan Komisaris berperan dalam penerapan prinsip tata kelola perusahaan yang baik. Peran tersebut, yaitu melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan Perseroan oleh Direksi.

Termasuk dalam peran Dewan Komisaris adalah pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perseroan (RJPP), Rencana Kerja dan Anggaran Tahunan (RKAP) Perseroan serta ketentuan Anggaran Dasar dan keputusan RUPS, serta peraturan perundang-undangan dan peraturan yang berlaku di bidang pasar modal di Indonesia. Pelaksanaan kegiatan Dewan Komisaris tersebut semata-mata untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta melakukan tugas yang secara khusus diberikan kepadanya menurut anggaran dasar, perundang-undangan dan/atau keputusan RUPS.

Struktur Dewan Komisaris

Berikut adalah struktur Dewan Komisaris Semen Baturaja per 31 Desember 2021.



Komposisi Dewan Komisaris

Hingga berakhirnya tahun 2021, jumlah Dewan Komisaris Perseroan sebanyak 4 (Empat) orang sehingga jumlah anggota Dewan Komisaris Perseroan telah memenuhi ketentuan Peraturan OJK No. 33/POJK.04/2014 mengenai jumlah anggota Dewan Komisaris Perusahaan dalam komposisi dan susunan anggota Dewan Komisaris, yakni paling kurang terdiri dari 2 (dua) orang anggota Dewan Komisaris.

As the company's organ, the Board of Commissioners has a role in the implementation of good corporate governance principles, namely to supervise the Company's management policies and operation carried out by the Board of Directors.

Included in the role of the Board of Commissioners is supervising the implementation of the Company's Long-Term Plans (RJPP), Company Annual Work Plan and Budget (RKAP) as well as provisions in the Articles of Association and resolutions of the GMS, and laws and regulations and applicable provisions in Indonesia's capital market. Implementation of such activities of the Board of Commissioners is solely carried out in the interest of the Company and in accordance with the purpose and objectives of the Company as well as to conduct the duties specifically assigned to them as per the Articles of Association, laws and regulations and/or resolutions of the GMS.

Structure of the Board of Commissioners

Following is the structure of the Board of Commissioners of Semen Baturaja as of 31 December 2021.

Composition of the Board of Commissioners

Until the end of the year 2021, the number of members of the Board of Commissioners is 4 (Four) person, thus the number of members of the Board of Commissioners was in compliance with the provision under the OJK Regulation No. 33/POJK.04/2014 regarding the number of members of the company's Board of Commissioners and the composition of members of the Board of Commissioners, namely at minimum to consist of 2 (two) members of the Board of Commissioners.

Uraian Dewan Komisaris

Description of The Board of Commissioners

Anggota Dewan Komisaris Perseroan ditunjuk berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2020, tanggal 27 Mei 2021, yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 24 Tanggal 27 Mei 2021. Berikut susunan Dewan Komisaris Perseroan:

Members of the Board of Commissioners are appointed based on the Resolutions of the Annual General Meeting of Shareholders of Fiscal Year 2020, dated 27 May 2021, as stated in the Notarial Deed of Fathiah Helmi, No. 24 dated 27 May 2021. Following is the composition of the Company's Board of Commissioners:

Komposisi Dewan Komisaris

Composition of the Board of Commissioners

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Jabatan Term of Office
Franciscus M.A. Sibarani	Komisaris Utama President Commissioner	Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020. Resolutions of the Annual GMS dated 5 August 2020 as stated in Notarial Deed of Fathiah Helmi, No. 29 dated 13 August 2020	5 Agustus 2020 - sekarang 5 August 2020 - present
Oke Nurwan	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017. Resolutions of the Annual GMS dated 27 April 2017 as stated in Notarial Deed of Fathiah Helmi, No. 8 dated 5 June 2017	27 April 2017 - sekarang 27 April 2017 - present
Darusman Mawardi	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 28 Februari 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 53 tanggal 28 Februari 2018. Resolutions of the Annual GMS dated 28 February 2018 as stated in Notarial Deed of Fathiah Helmi, No. 53 dated 28 February 2018.	28 Februari 2018 - sekarang 28 February 2018 - present
Chowadja Sanova	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 27 Mei 2021, yang dinyatakan dalam Akta Notaris Fathiah Helmi Nomor: 27 tanggal 27 Mei 2021. Resolutions of the Annual GMS dated 27 May 2021, as stated in Notarial Deed of Fathiah Helmi No. 27 dated 27 May 2021.	27 Mei 2021 - sekarang 27 May 2021 - present
Endang Tirtana	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020. Resolutions of the Annual GMS dated 5 August 2020 as stated in Notarial Deed of Fathiah Helmi, No. 29 dated 13 August 2020	28 Februari 2018 - 29 Desember 2021 28 February 2018 - 29 December 2021



Tanggung Jawab, Wewenang dan Kewajiban

Dewan Komisaris memiliki tanggung jawab, wewenang dan kewajiban mencakup hal-hal sebagai berikut.

Tanggung Jawab Dewan Komisaris

1. Setiap anggota Dewan Komisaris bertanggung jawab penuh secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Dewan Komisaris dalam menjalankan tugasnya.
2. Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian Perseroan, apabila dapat membuktikan:
 - a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
 - b. Telah melakukan pengawasan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan;
 - c. Tidak mempunyai kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengurusan Direksi yang mengakibatkan kerugian; dan
 - d. Telah memberikan nasehat kepada Direksi untuk mencegah timbul atau berlanjutnya kerugian tersebut.

Wewenang Dewan Komisaris

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris memiliki kewenangan, antara lain:

1. Memeriksa buku, surat, serta dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perseroan;
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perseroan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
6. Mengangkat dan memberhentikan seorang Sekretaris Dewan Komisaris;
7. Memberhentikan sementara Anggota Direksi sesuai dengan ketentuan Anggaran Dasar ini;
8. Membentuk Komite Audit, Komite Nominasi dan Remunerasi, Komite Pemantau Risiko dan komite-komite lain, jika dianggap perlu dengan memperhatikan kemampuan Perseroan;

Responsibilities, Authorities and Obligations

The Board of Commissioners retains the responsibilities, authorities and obligations as follows:

Responsibilities of the Board of Commissioners

1. Each member of the Board of Commissioners is jointly and fully responsible for the Company's losses caused by the mistakes or negligence of the members of the Board of Commissioners in carrying out their duties.
2. Members of the Board of Commissioners cannot be held responsible for the Company's losses, if they can prove:
 - a. The loss is not due to his fault or negligence;
 - b. Has carried out supervision in good faith and prudence for the interests and in accordance with the purpose and objectives of the Company;
 - c. Do not have personal interest, either directly or indirectly, in the management of the Board of Directors which results in losses; and
 - d. Has provided advice to the Board of Directors to prevent the loss from occurring or continuing.

Authority of the Board of Commissioners

In carrying out its duties and responsibilities, the Board of Commissioners has the authority, among others, as follows:

1. Examine books, letters and other documents, cash for verification purposes and other securities and examining the assets of the Company;
2. Enter the premises, buildings and offices used by the Company;
3. Request information/explanations from the Board of Directors and/or other officials regarding all issues relating to the management of the Company;
4. Informed of all policies and actions that have been and will be carried out by the Board of Directors;
5. Request the Board of Directors and/or other officers under the Board of Directors with the knowledge of the Board of Directors to attend the meeting of the Board of Commissioners;
6. Appoints and dismisses a Secretary of the Board of Commissioners;
7. Suspend members of Board of Directors according to provisions of Articles of Association;
8. Establish an Audit Committee, Remuneration and Nomination Committee, Risk Monitoring Committee and other committees if deemed necessary by taking into account the Company's capabilities;

Uraian Dewan Komisaris

Description of The Board of Commissioners

9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu;
 10. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar ini;
 11. Menyetujui pengangkatan dan pemberhentian Sekretaris Perusahaan/Corporate Secretary dan/atau Kepala Satuan Pengawas Intern/Internal Audit;
 12. Menghadiri rapat Direksi dan memberikan pandangan terhadap hal yang dibicarakan; dan
 13. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, serta peraturan yang berlaku di bidang pasar modal di Indonesia, Anggaran Dasar, dan/atau keputusan Rapat Umum Pemegang Saham, meliputi Kebijakan Sistem Teknologi Informasi, Pengadaan, Mutu dan Pelayanan, Pengelolaan Anak Perusahaan/Perusahaan Patungan.
 14. Melaksanakan tugas dalam pencalonan Anggota Direksi.
 15. Melaksanakan tugas terkait pengusulan Remunerasi Direksi.
9. Use experts for certain matters and within a certain period at the expense of the Company, if deemed necessary;
 10. Carry out management actions of the Company in certain circumstances for a certain period of time in accordance with the provisions of the Articles of Association;
 11. Approve the appointment and dismissal of the Corporate Secretary and/or Head of Internal Audit Unit/Internal Audit;
 12. Attend Board of Directors meetings and provide views on matters being discussed; and
 13. Carry out other supervisory powers as long as they do not conflict with the prevailing laws and regulations in the field of capital markets in Indonesia, the Articles of Association, and/or decisions of the General Meeting of Shareholders, covering policies on information technology systems, procurement, quality and service, management subsidiary/joint venture.
 14. Carry out the duties in the nomination of members of the Board of Directors.
 15. Carry out the duties related to recommending the Remuneration of the Board of Directors.

Kewajiban Dewan Komisaris

1. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perseroan;
 2. Memberikan pendapat dan persetujuan RKAP serta rencana kerja lainnya yang disiapkan Direksi, sesuai dengan ketentuan Anggaran Dasar. Rancangan RKAP disetujui oleh Dewan Komisaris paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan (tahun anggaran RKAP yang bersangkutan) atau dalam waktu yang ditetapkan dalam peraturan perundang-undangan yang berlaku;
 3. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan;
 4. Melaporkan kepada pemegang saham Seri A Dwiwarna apabila terjadi gejala menurunnya kinerja Perseroan;
 5. Mengusulkan kepada RUPS penunjukan Akuntan Publik yang akan melakukan pemeriksaan atas buku Perseroan;
 6. Meneliti dan menelaah laporan berkala dan Laporan Tahunan yang disiapkan Direksi serta menandatangani Laporan Tahunan;
 7. Memberikan penjelasan, pendapat dan saran kepada RUPS mengenai Laporan Tahunan, apabila diminta;
1. Provide advice to the Board of Directors in carrying out the management of the Company;
 2. Provide opinion and approval of the RKAP and other work plans prepared by the Board of Directors, in accordance with the provisions of the Articles of Association. The Draft RKAP is approved by the Board of Commissioners no later than 30 days after the current fiscal year (the relevant RKAP budget year) or within the time stipulated in the prevailing laws and regulations;
 3. Keeping track of the Company's activities, providing opinions and suggestions to the GMS regarding any issues of importance for the management of the Company;
 4. Report to the Shareholders of Series A Dwiwarna Shares if there are indications of a decline in the Company's performance;
 5. Propose to the GMS the appointment of a Public Accountant to conduct examination of the Company's books;
 6. Examining and studying periodic reports and annual reports prepared by the Board of Directors and signing annual reports;
 7. Provide explanations, opinions and suggestions to the GMS regarding the annual report, if requested;

Obligations of the Board of Commissioners



8. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya;
 9. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan tersebut dan perseroan lain;
 10. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS;
 11. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta pemegang saham Seri A Dwiwarna dengan memperhatikan peraturan perundang-undangan khususnya yang berlaku di bidang Pasar Modal;
 12. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS;
 13. Menyampaikan laporan triwulanan mengenai kinerja Perseroan termasuk realisasi indikator kinerja utama kepada Pemegang Saham Seri A Dwiwarna;
 14. Menyusun pedoman dan tata tertib kerja Dewan Komisaris (Piagam Dewan Komisaris);
 15. Dewan Komisaris wajib menyusun program kerja Dewan Komisaris yang menjadi bagian yang tidak terpisahkan dari RKAP yang disusun oleh Direksi;
 16. Memberikan nasihat kepada Direksi dalam menjalankan Perusahaan untuk menerapkan GCG secara konsisten dan memiliki moral tinggi dalam berusaha serta bertindak sesuai dengan ketentuan Anggaran Dasar dan Peraturan perundang-undangan yang berlaku;
 17. Memantau dan memastikan bahwa GCG telah diterapkan secara efektif dan berkelanjutan.
 18. Melakukan pengawasan terhadap efektivitas penerapan sistem pengendalian internal, manajemen risiko, tata kelola perusahaan, sistem pelaporan pelanggaran (*whistleblowing system*), sistem manajemen anti penyuapan (SMAP) dan pelaksanaan Program Pengendalian Gratifikasi di Perseroan.
-
8. Prepare minutes of the Board of Commissioners' meetings and keep their copies;
 9. Report to the Company regarding his/her or his/her family share ownership in the Company and other companies;
 10. Provide reports on supervisory duties that have been carried out during the previous financial year to the GMS;
 11. Provide explanation of all the questions asked or requested by the Shareholders of Series A Dwiwarna Shares with due observance of the prevailing laws and regulations in particular in the field of capital markets;
 12. Carry out other obligations in the context of supervisory and advisory duties, as long as they do not conflict with the laws and regulations, Articles of Association and/or resolutions of the GMS;
 13. Submit a quarterly report on the Company's performance including the realization of main performance indicators to the Shareholders of Series A Dwiwarna Shares;
 14. Prepare the work guidelines and procedures of the Board of Commissioners (Charter of the Board of Commissioners);
 15. The Board of Commissioners is obligated to prepare a work program for the Board of Commissioners which is an integral part of the RKAP prepared by the Board of Directors;
 16. Provide advice to the Board of Directors in managing the Company to consistently implement GCG and with high morale in working as well as take actions in accordance with the provisions of the Articles of Association and prevailing laws and regulations;
 17. Monitor and ensure that GCG is effectively and sustainably implemented.
 18. Supervise the effectiveness of implementing internal control system, risk management, corporate governance, whistleblowing system, anti-bribery management system and implementation of Gratuity Control Program in the Company.

Dalam melaksanakan tugasnya tersebut setiap Anggota Dewan Komisaris harus:

1. Mematuhi Anggaran Dasar dan peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajiban

In carrying out the above duties, each member of the Board of Commissioners must adhere to the following:

1. Comply with the Articles of Association and the prevailing laws and regulations in the capital market sector in Indonesia as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.

Uraian Dewan Komisaris

Description of The Board of Commissioners

2. Beritikad baik, penuh kehati-hatian dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.

Dewan Komisaris dilarang melakukan tindakan sebagai berikut:

1. Anggota Dewan Komisaris tidak diperbolehkan untuk melakukan tindakan Korupsi, Kolusi dan Nepotisme serta Gratifikasi dan Suap.
2. Tidak menerima, memberi dan meminta sesuatu dari dan/atau kepada pihak manapun yang terkait dengan jabatannya yang berlawanan dengan kebijakan Perseroan.
3. Tidak melakukan tindakan kecurangan baik secara individu maupun dengan pihak manapun yang melawan hukum dan/atau yang dapat merugikan Perseroan.
4. Tidak membuat kepentingan sendiri yang menyalahgunakan wewenang kesempatan, posisi dan fasilitas Perseroan yang akan menyebabkan kerugian bagi Perseroan.
5. Anggota Dewan Komisaris dilarang melakukan rangkap jabatan dengan ketentuan sebagai berikut:
 - a. Anggota Dewan Komisaris dilarang memegang jabatan rangkap sebagai Anggota Dewan Komisaris BUMN, kecuali berdasarkan penugasan khusus dari Menteri.
 - b. Anggota Dewan Komisaris dilarang memegang jabatan rangkap sebagai Anggota Direksi pada BUMN, Badan Usaha Milik Daerah, Badan Usaha Milik Swasta, atau menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris, atau jabatan yang dapat menimbulkan benturan kepentingan dengan BUMN yang bersangkutan, kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai Anggota Dewan Komisaris BUMN.

2. With good faith, prudence and sense of responsibility in carrying out supervisory duties and providing advice to the Board of Directors for the benefit of the Company and in accordance with the aims and objectives of the Company.

The Board of Commissioners is prohibited from taking such actions as the following:

1. Members of the Board of Commissioners are not allowed to commit acts of corruption, collusion, nepotism and gratuity.
2. Not to receive, give and request anything from and/or from any party related to their position which is contrary to Company policy.
3. Not to commit fraudulent acts either individually or with any party that is against the law and/or which may harm the Company.
4. Not to create their own interests that abuse the authority of the opportunities, positions and facilities of the Company which will cause losses to the Company.
5. Members of the Board of Commissioners are prohibited from holding concurrent positions with the following conditions:
 - a. As members of the Board of Commissioners in other BUMN companies, unless based on special assignment from the Minister.
 - b. Members of the Board of Directors of BUMN, Regional State-Owned Enterprise (BUMD) and Privately-Owned Business Entities, or in positions which by regulations are prohibited, or which may result in conflict of interest with related BUMN, unless with a signed statement letter confirming the willingness to resign if chosen to become Member of BUMN Board of Commissioners.



Tugas Masing-masing Dewan Komisaris

Perseroan mengatur pembagian kerja Anggota Dewan Komisaris dalam Surat Keputusan Dewan Komisaris Perusahaan Perseroan (Persero) PT Semen Baturaja Tbk, Nomor: SK-04/DK-SB/VII/2021, tanggal 2 Juli 2021 tentang Pembagian Tugas Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Semen Baturaja (Persero) Tbk. Rincian tugas Anggota Dewan Komisaris dicantumkan dalam lampiran Surat Keputusan Dewan Komisaris Perseroan (Persero) PT Semen Baturaja (Persero) Tbk Nomor: SK-04/DK-SB/VII/2021 sebagai berikut:

Duties of Each Member of the Board of Commissioners

The Company stipulates the division of duties of members of the Board of Commissioners in the Decree of the Board of Commissioners of PT Semen Baturaja Tbk, No. SK-04/DK-SB/VII/2021, dated 2 July 2021 concerning the Division of Duties of Members of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk. Details of the duties of members of the Board of Commissioners are included in the attachment to the Decree of the Board of Commissioners of the Company (Persero) PT Semen Baturaja (Persero) Tbk No. SK-04/DKSB/VII/2021 as follows:

Nama Name	Jabatan Position	Tugas Duties
Franciscus M.A. Sibarani	Komisaris Utama President Commissioner	a. Memberikan tanggapan atas hasil: reviu Komite, pemantauan lapangan, evaluasi laporan sebagai dasar pemberian pendapat, saran dan nasehat sebagai Dewan Komisaris. b. Memintakan tanggapan atas hasil: reviu Komite, pemantauan lapangan, evaluasi laporan sebagai dasar pemberian pendapat saran dan nasihat sesuai bidang tugas masing-masing Anggota Dewan Komisaris. c. Mengintegrasikan pendapat, saran dan nasihat yang disampaikan oleh setiap anggota Dewan Komisaris sesuai bidang masing-masing untuk menjadi kebijakan dan/atau dasar bagi Dewan Komisaris dalam pengambilan keputusan. d. Melakukan peninjauan langsung ke lapangan untuk memantau dan memastikan aktivitas operasi perusahaan berjalan dengan baik; e. Mengkoordinasikan pengawasan penerapan manajemen risiko Perseroan yang meliputi prinsip, kerangka kerja dan proses.
Oke Nurwan	Komisaris Commissioner	a. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang pengelolaan pemasaran meliputi rencana pemasaran, penjualan, distribusi dan kepuasan pelanggan; serta pengelolaan CSR dan TJSL. b. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang pengelolaan pemasaran meliputi rencana pemasaran, penjualan, distribusi dan kepuasan pelanggan; serta pengelolaan CSR dan TJSL; c. Melakukan peninjauan langsung ke lapangan untuk memantau dan memastikan namun tidak terbatas pada kegiatan pengelolaan pemasaran meliputi rencana pemasaran, penjualan, distribusi dan kepuasan pelanggan; serta pengelolaan CSR dan TJSL berjalan dengan baik; d. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris.

^{*)} Menjabat hingga 29 Desember 2021 | Served until 29 December 2021

Uraian Dewan Komisaris

Description of The Board of Commissioners

Nama Name	Jabatan Position	Tugas Duties
Darusman Mawardi	Komisaris Independen Independent Commissioner	a. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang pengawasan internal termasuk audit laporan keuangan; kegiatan produksi, pengendalian mutu (QC) dan proses produksi; serta riset dan pengembangan usaha; b. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang pengawasan internal termasuk audit laporan keuangan; kegiatan produksi, pengendalian mutu (QC) dan proses produksi; serta riset dan pengembangan usaha; c. Melakukan peninjauan langsung ke lapangan untuk memantau dan memastikan namun tidak terbatas pada kegiatan pengawasan internal termasuk audit laporan keuangan; kegiatan produksi, pengendalian mutu (QC) dan proses produksi; serta riset dan pengembangan usaha dengan baik; d. Memberikan tanggapan dan saran/nasihat perbaikan atas fungsi pengendalian internal perusahaan; e. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris. a. Conduct assessment on the Company's performance especially but not limited to internal control which include financial statements audit, production activities, quality control (QC) and production process as well as research and development; b. Provide response, opinions and recommendations to the Board of Directors especially but limited to internal control which include financial statements audit, production activities, quality control (QC) and production process as well as research and development; c. Conduct direct site visits to monitor and ensure but not limited to activities in internal control which include financial statements audit, production activities, quality control (QC) and production process as well as research and development; d. Provide response and recommendation/advice for improvement of functions in company's internal control; e. Conduct other assignments as jointly agreed in the Board of Commissioners Meetings.
Chowadja Sanova	Komisaris Independen Independent Commissioner	a. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang perencanaan strategis dan manajemen risiko; pengelolaan keuangan dan kinerja keuangan; Teknologi Informasi dan Komunikasi (TIK/ICT); dan Investasi; b. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang perencanaan strategis dan manajemen risiko; pengelolaan keuangan dan kinerja keuangan; Teknologi Informasi dan Komunikasi (TIK/ICT); dan Investasi; c. Melakukan peninjauan langsung ke lapangan untuk memantau dan memastikan namun tidak terbatas pada kegiatan perencanaan strategis dan manajemen risiko; pengelolaan keuangan dan kinerja keuangan; Teknologi Informasi dan Komunikasi (TIK/ICT); dan Investasi berjalan dengan baik; d. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris. a. Conduct assessment of Company's performance especially, but not limited to, on strategic planning and risk management; financial management and financial performance; Information Technology and Communication (TIK/ICT) and investment; b. Provide response, opinions and recommendations to the Board of Directors especially, but not limited to, on strategic planning and risk management; financial management and financial performance; Information Technology and Communication (TIK/ICT) and investment; c. Conduct direct site visits to monitor and ensure, but not limited to, on strategic planning and risk management; financial management and financial performance; Information Technology and Communication (TIK/ICT) and investment are all running well. d. Carry out other assignments as jointly agreed at the Board of Commissioners Meetings.



Nama Name	Jabatan Position	Tugas Duties
Endang Tirtana *	Komisaris Independen Independent Commissioner	a. Melakukan evaluasi atas kinerja Perseroan terutama namun tidak terbatas pada bidang pengelolaan SDM meliputi rekrutmen, diklat, pengembangan pola karir, sampai dengan pensiun, termasuk hal hubungan industrial (hak dan kewajiban); <i>supply chain management</i> meliputi pengadaan bahan baku, proses produksi sampai dengan pemasaran produk; serta pengelolaan kerumahtanggaan meliputi pengadaan barang dan jasa, perlengkapan, persediaan dan pengelolaan aset; b. Memberikan tanggapan, pendapat dan saran-saran kepada Direksi terutama namun tidak terbatas pada bidang pengelolaan SDM meliputi rekrutmen, diklat pengembangan, pola karir, sampai dengan pensiun, termasuk hal hubungan industrial (hak dan kewajiban); <i>supply chain management</i> meliputi pengadaan bahan baku, proses produksi sampai dengan pemasaran produk; serta pengelolaan kerumahtanggaan meliputi pengadaan barang dan jasa, perlengkapan, persediaan dan pengelolaan aset; c. Melakukan peninjauan langsung ke lapangan untuk memantau dan memastikan namun tidak terbatas pada kegiatan pengelolaan SDM meliputi rekrutmen, diklat pengembangan, pola karir, sampai dengan pensiun, termasuk hal hubungan industrial (hak dan kewajiban); <i>supply chain management</i> meliputi pengadaan bahan baku, proses produksi sampai dengan pemasaran produk; serta pengelolaan kerumahtanggaan meliputi pengadaan barang dan jasa, perlengkapan, persediaan dan pengelolaan aset, berjalan dengan baik; d. Memberikan tanggapan dan saran/nasihat mengenai <i>talent</i> perusahaan, nominasi calon direksi dan remunerasi Direksi; e. Melaksanakan penugasan lain yang disepakati bersama dalam Rapat Dewan Komisaris. a. Conduct assessment of the Company's performance especially but not limited to HR management which includes recruitment, development training, career pattern, up to retirement, industrial relations issues (rights and obligations), supply chain management which covers raw material procurement, production process to product marketing; as well as office management which covers procurement of goods and services, equipment and supplies and asset management. b. Provide response, opinions and recommendations to the Board of Directors especially but not limited to HR management which includes recruitment, development training, career pattern, up to retirement, industrial relations issues (rights and obligations), supply chain management which covers raw material procurement, production process to product marketing; as well as office management which covers procurement of goods and services, equipment and supplies and asset management. c. Conduct direct site visits to monitor and ensure but not limited to HR management which includes recruitment, development training, career pattern, up to retirement, industrial relations issues (rights and obligations), supply chain management which covers raw material procurement, production process to product marketing; as well as office management which covers procurement of goods and services, equipment and supplies and asset management are all running well. d. Provide response and recommendation/advice on company talents, nomination of candidate members for the Board of Directors and remuneration of the Board of Directors; e. Conduct other assignments as jointly agreed in the Board of Commissioners Meetings

*¹⁾ Menjabat hingga 29 Desember 2021 | Served until 29 December 2021

Uraian Dewan Komisaris

Description of The Board of Commissioners

Pedoman Dewan Komisaris (Board Charter/ Manual)

Hingga 31 Desember 2021, Perseroan belum memiliki piagam (*charter*) Dewan Komisaris, namun Perseroan telah menyusun *Board Manual* sebagai acuan bagi Dewan Komisaris untuk menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perseroan dalam tugas pengawasan dan pemberian nasihat kepada Direksi terkait kebijakan dan jalannya pengurusan Perseroan.

Board Manual memuat kumpulan dari prinsip-prinsip hukum korporasi dan ketentuan yang mengacu pada peraturan perundang-undangan, Anggaran Dasar maupun peraturan Perseroan yang mengatur mengenai tata kerja Dewan Komisaris.

Board Manual secara berkala ditelaah kesesuaiannya dengan ketentuan dan peraturan perundang-undangan yang berlaku, *Board Manual* terakhir diperbarui pada Desember 2021.

Board Manual bagi Dewan Komisaris

Dalam rangka penerapan prinsip *Good Corporate Governance* dan untuk memenuhi kepentingan pemegang saham dan *stakeholder* lainnya, Direksi dan Dewan Komisaris membutuhkan suatu pedoman yang akan dijadikan acuan dalam pengurusan Perseroan agar sesuai dengan tujuan serta kepatuhan terhadap ketentuan yang berlaku. Hubungan antar Dewan Komisaris dan Direksi dalam sistem tata hukum Indonesia merupakan hubungan yang berdasarkan prinsip *two tiers system*. Artinya terdapat pemisahan tugas dan kewajiban yang tegas bahwa Perseroan dipimpin dan dikelola oleh Direksi, sedangkan Dewan Komisaris melakukan pengawasan dan pemberian nasihat terhadap tindakan yang dilakukan Direksi.

Keduanya mempunyai tanggung jawab untuk memelihara kesinambungan usaha perusahaan dalam jangka panjang. Oleh karena itu perlu adanya kejelasan sistem dan struktur menyangkut hubungan antar Organ Perseroan dengan berpedoman pada prinsip-prinsip *Good Corporate Governance* (GCG). Fungsi, tugas dan hubungan kerja masing-masing Organ Perusahaan didefinisikan secara jelas dan dijalankan dengan konsisten.

Board Manual merupakan kesepakatan bersama Dewan Komisaris dengan Direksi PT Semen Baturaja (Persero) Tbk, dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perseroan sesuai peraturan dan perundang-undangan yang

Charter of the Board of Commissioners / Board Manual

As of December 31, 2021, the Company does not yet have a Board of Commissioners charter, but the Company has compiled a Board Manual as a reference for the Board of Commissioners to carry out their functions and roles as the bearer of the Company's mandate in supervising and providing advice to the Board of Directors regarding policies and the course of the Company's management.

The Board Manual contains a collection of corporate legal principles and provisions that refer to the laws and regulations, the Articles of Association and the Company's regulations governing the working procedures of the Board of Commissioners.

The Board Manual is regularly reviewed for compliance with applicable laws and regulations, the Board Manual was last updated in December 2021.

Board Manual for the Board of Commissioners

In the context of implementing the principles of Good Corporate Governance and to meet the interests of shareholders and other stakeholders, the Board of Directors and the Board of Commissioners need a guideline to serves as reference in managing the Company so that it is in accordance with the objectives and compliance with applicable regulations. The relationship between the Board of Commissioners and the Board of Directors under the Indonesian legal system is a relationship based on the two-tiers system principle. This means that there is a clear separation of duties and obligations that the Company is lead and managed by the Board of Directors, while the Board of Commissioners supervises and provides advice on actions taken by the Board of Directors.

Both have the responsibility to maintain the Company's long-term business continuity. Thus, it is necessary to have a clear system and structure regarding the relationship between the Company's organs based on the principles of Good Corporate Governance (GCG). The functions, duties and work relations of each Company Organ are clearly defined and carried out consistently.

The Board Manual is a joint-agreement between the Board of Commissioners and the Board of Directors of PT Semen Baturaja (Persro) Tbk in carrying out their functions and role as the company's mandate in accordance with prevailing laws and regulations. The



berlaku. *Board Manual* merupakan salah satu perangkat GCG yang mengacu pada Anggaran Dasar serta dasar-dasar hukum yang berlaku.

Board Manual disusun dengan tujuan antara lain:

1. Menjadi Pedoman umum bagi Dewan Komisaris dan Direksi dalam menjalankan fungsi dan peran jabatannya dalam organisasi PT Semen Baturaja (Persero) Tbk.
2. Menjabarkan berbagai hal mengenai pelaksanaan, tugas, wewenang, tanggung jawab, hak dan kewajiban serta tata hubungan Direksi dengan Dewan Komisaris.
3. Menerapkan asas-asas *Good Corporate Governance* (GCG) yakni *Transparency, Accountability, Responsibility, Independency dan Fairness*.

Adapun isi dari *Board Manual* bagian Dewan Komisaris antara lain mengatur hal-hal berikut:

1. Komposisi Dewan Komisaris
2. Fungsi Dewan Komisaris.
3. Persyaratan Dewan Komisaris.
4. Keanggotaan Dewan Komisaris.
5. Lowong Jabatan Dewan Komisaris.
6. Tugas, Wewenang dan Kewajiban Dewan Komisaris.
7. Pembagian Kerja Dewan Komisaris.
8. Rangkap Jabatan.
9. Rapat Dewan Komisaris.
10. Pelaporan Dewan Komisaris
11. Organ Pendukung Dewan Komisaris.
12. Kerahasiaan.
13. Peningkatan Kompetensi.
14. Evaluasi Kinerja Dewan Komisaris dan Anggota Dewan Komisaris.
15. Nilai-Nilai.
16. Etika Jabatan Anggota Dewan Komisaris.

Pengangkatan dan Pemberhentian Dewan Komisaris

Pengangkatan dan pemberhentian anggota Dewan Komisaris dilakukan melalui mekanisme yang diatur dalam Peraturan Menteri BUMN Nomor: PER-02/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara seperti diubah melalui Peraturan Menteri BUMN Nomor: PER-10/MBU/10/2020.

Board Manual is one of GCG's tools that refers to the Articles of Association as well as applicable legal basics.

The *Board Manual* is composed with the objectives, among others, as follows:

1. Serves as general Guidelines for the Board of Commissioners and the Board of Directors to carry out their functions and role in the organization of PT Semen Baturaja (Persero) Tbk.
2. Describes various matters on the implementation, duties, authorities, responsibilities, rights and obligations as well as relationship between the Board of Directors and the Board of Commissioners.
3. Applies the principles of Good Corporate Governance (GCG), namely Transparency, Accountability, Responsibility, Independency and Fairness.

The content of the *Board Manual* on the Section on the Board of Commissioners, among others, regulates the following:

1. Composition of the Board of Commissioners.
2. Function of the Board of Commissioners.
3. Requirements of the Board of Commissioners.
4. Membership of the Board of Commissioners
5. Available Positions in the Board of Commissioners
6. Duties, Authorities and Obligations of the Board of Commissioners
7. Division of Duties of the Board of Commissioners
8. Concurrent Positions
9. Meetings of the Board of Commissioners
10. Board of Commissioners Report
11. Supporting Organs of the Board of Commissioners
12. Confidentiality
13. Competency Development
14. Performance Assessment of the Board of Commissioners and Members of the Board of Commissioners
15. Values
16. Work Ethics of Member of the Board of Commissioners

Appointment and Dismissal of the Board of Commissioners

The appointment and dismissal of members of the Board of Commissioners are conducted through a mechanism regulated in the Minister of BUMN Regulation No. PER-02/MBU/02/2015 concerning the Requirements, Procedures for Appointing and Dismissing Members of the Board of Commissioners and the Supervisory Board in State-Owned Enterprises as amended under the Regulation of the Minister of BUMN No. PER-10/MBU/10/2020.

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Regulasi menegaskan bahwa anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS yang dihadiri dan disetujui oleh Pemegang Saham Seri A Dwiwarna. Para Anggota Dewan Komisaris diangkat oleh RUPS dari calon yang diajukan oleh Pemegang Saham Seri A Dwiwarna, pencalonan mana mengikat bagi RUPS.

Ketentuan tersebut juga berlaku untuk RUPS yang diadakan dalam rangka mencabut atau menguatkan keputusan pemberhentian sementara anggota Direksi oleh Dewan Komisaris. Keputusan RUPS mengenai pengangkatan dan pemberhentian anggota Dewan Komisaris juga menetapkan saat mulai berlakunya pengangkatan dan pemberhentian. Jika RUPS tidak menetapkan, pengangkatan dan pemberhentian anggota Dewan Komisaris mulai berlaku sejak penutupan RUPS. Anggota Dewan Komisaris dapat diangkat kembali oleh RUPS untuk 1 (satu) kali masa jabatan.

Program Orientasi/Pengenalan Perusahaan bagi Dewan Komisaris Baru

Perseroan memiliki kebijakan program pengenalan bagi anggota Dewan Komisaris dengan tujuan memberikan gambaran atas aktivitas bisnis, rencana perusahaan ke depan, pedoman kerja dan hal lainnya yang menjadi tanggung jawab Dewan Komisaris. Pelaksanaan program pengenalan bagi Dewan Komisaris yang baru menjabat diatur dalam Surat Keputusan Direksi tentang Pedoman Program Pengenalan Direksi dan Dewan Komisaris Baru Perseroan.

Materi pengenalan diberikan oleh *Corporate Secretary* kepada anggota Dewan Komisaris. Perseroan juga menyampaikan dokumen-dokumen penunjang, antara lain:

1. Laporan tahunan, Rencana Kerja dan Anggaran Perusahaan (RKAP);
2. Rencana Jangka Panjang Perusahaan (RJPP);
3. Anggaran Dasar Perseroan;
4. *Board Manual*;
5. Pedoman GCG;
6. Standar Etika Perusahaan
7. Program Kerja Dewan Komisaris dan Komite Penunjang Dewan Komisaris
8. Charter Dewan Komisaris;
9. Charter Direksi dan Charter Komite Penunjang Dewan Komisaris; dan
10. Peraturan-peraturan yang terkait dengan pelaksanaan tugas Dewan Komisaris; dan

The regulation affirms that members of the Board of Commissioners are appointed and dismissed by the GMS, attended and approved by the Shareholders of Series A Dwiwarna Shares. Members of the Board of Commissioners are appointed by the GMS from candidates proposed by the Shareholders of Series A Dwiwarna Shares, of which the nomination is binding for the GMS.

This provision also applies to the GMS held in order to revoke or strengthen the decision on the temporary dismissal of members of the Board of Directors by the Board of Commissioners. The resolutions of the GMS regarding the appointment and dismissal of members of the Board of Commissioners also determine the time when the appointment and dismissal take effect. In the event that the GMS does not stipulate, the appointment and dismissal of members of the Board of Commissioners shall take effect as of the closing of the GMS. After their term of office end, members of the Board of Commissioners may be reappointed by the GMS for one term of office.

Introductory/Orientation Program for New members of the Board of Commissioners

The Company holds an Introductory program for new members of the Board of Commissioners aimed to provide an overview of the Company's business activities, future plans, work guidelines and other matters that part of the responsibilities of the Board of Commissioners. The implementation of the Introductory Program for new members of the Board of Commissioners is stipulated in the Decree of the Board of Directors concerning Guidelines for the Introductory Program for the New Board of Directors and Board of Commissioners of the Company.

Introductory materials are prepared by the Corporate Secretary and given to members of the Board of Commissioners. The Company also provide supporting documents, including the following:

1. Annual reports, Company Work Plan and Budget
2. Company Long-Term Plans
3. Company Articles of Association;
4. Board Manual;
5. GCG Guidelines;
6. Company Code of Conduct;
7. Work Program of the Board of Commissioners and Supporting Committees of the Board of Commissioners;
8. Charter of the Board of Commissioners;
9. Charter of the Board of Directors and Charter of Supporting Committees of the Board of Directors;
10. Regulations related to the implementation of duties of the Board of Commissioners;



11. Peraturan-peraturan yang terkait dengan pelaksanaan tugas Dewan Komisaris.

Selain itu, guna memahami secara langsung proses bisnis Perseroan, program pengenalan Perseroan juga meliputi kunjungan langsung ke unit-unit bisnis Perseroan.

Pada tahun 2021, telah dilaksanakan program pengenalan Perseroan kepada Direksi dan Dewan Komisaris yang baru menjabat pada tanggal 16 Juni 2021 melalui video *conference zoom meeting*.

Program Kerja Dewan Komisaris

Dewan Komisaris menetapkan suatu pedoman pelaksanaan kerja sebagai upaya pelaksanaan tugas dan tanggung jawabnya dalam pengawasan Perseroan secara efisien, efektif, transparan, kompeten, independen dan dapat dipertanggungjawabkan, yang disusun berdasarkan Anggaran Dasar Perseroan serta sejumlah peraturan perundang-undangan terkait, yaitu:

1. Undang-Undang No. 40/2007 tentang Perseroan Terbatas.
2. Undang-Undang No. 19/2003 tentang BUMN.
3. Peraturan Menteri BUMN No. PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.
4. Peraturan Otoritas Jasa Keuangan Nomor: 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
5. Pedoman Umum GCG Indonesia dari Komite Nasional Kebijakan Governansi (KNKG) 2006.

Penyusunan pedoman pelaksanaan kerja tersebut sebagai acuan pelaksanaan tugas dan tanggung jawab pengawasan Perseroan secara efisien, efektif, transparan, kompeten, independen, dan dapat dipertanggungjawabkan sesuai dengan peraturan perundang-undangan yang berlaku. Cakupan Pedoman Kerja Dewan Komisaris terdiri atas:

1. Komposisi, pengangkatan, pemberhentian serta masa jabatan Dewan Komisaris;
2. Nominasi dan persyaratan keanggotaan Dewan Komisaris;
3. Program pengenalan anggota Dewan Komisaris;
4. Tugas, tanggung jawab, wewenang dan pendelegasian wewenang Dewan Komisaris;
5. Komite penunjang Dewan Komisaris;
6. Remunerasi dan pendidikan berkelanjutan bagi Dewan Komisaris;

11. Regulations related to the implementation of the duties of the Board of Commissioners.

In addition, in order to directly comprehend the Company's business process, the introductory program also covers direct visits to Company business units.

In the year 2021, the Company introductory program for new members of the Board of Directors and the Board of Commissioners was held on 16 June 2021 through a video conference/zoom meeting facility.

Work Program of the Board of Commissioners

Board of Commissioners established a work guidelines as part of the efforts to carry out the duties and responsibilities in supervising the Company efficiently, effectively, transparently, competently, independently and accountably, composed based on the Company Articles of Association as well as related laws and regulations, namely as follows:

1. Law No. 40/2007 on Limited Liability Companies.
2. Law No. 19/2003 on BUMN.
3. Regulation of the Minister of BUMN No. PER-09/MBU/2012 on the Amendment to Regulation of the State Minister of BUMN No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises.
4. Regulation of the Financial Services Authority No. 33/POJK.04/2014 on the Board of Directors and the Board Commissioners of Issuers or Public Companies.
5. General Guidelines of Indonesia's GCG from the 2006 National Committee of Governance Policy (KNKG).

Establishing the work implementation guidelines as reference for implementing the Company's supervisory duties and responsibilities efficiently, effectively, transparently, competently, independently and accountably accordance with prevailing laws and regulations. The scope of the Charter of the Board of Commissioners is as follows:

1. Composition, appointment, dismissal and term of office of positions in the Board of Commissioners;
2. Nomination and requirement of membership of the Board of Commissioners;
3. Introductory program for members of the Board of Commissioners;
4. Duties, responsibilities, authorities and delegation of authorities of the Board of Commissioners;
5. Supporting committees of the Board of Commissioners;
6. Sustainable remuneration and education for members of the Board of Commissioners;

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7. Mekanisme dan tata tertib rapat Dewan Komisaris;
8. Kode etik;
9. Pertanggungjawaban Dewan Komisaris;
10. Hubungan Dewan Komisaris dengan Direksi;
11. Evaluasi kinerja Dewan Komisaris.

7. Meeting mechanism and procedures of the Board of Commissioners;
8. Code of Conduct;
9. Accountability of the Board of Commissioners;
10. Relationship between the Board of Commissioners and the Board of Directors;
11. Performance assessment of the Board of Commissioners

Penilaian Komite di Bawah Dewan Komisaris Tahun 2021

Dasar Penilaian

Indikator penilaian kinerja seluruh komite ditetapkan oleh Dewan Komisaris sebagai pelaksana penilaian. Indikator tersebut meliputi tingkat kehadiran dalam rapat Komite, tingkat kehadiran dalam rapat internal Dewan Komisaris, tingkat kontribusi tertulis bagi komite, akurasi rekomendasi tertulis, akurasi rekomendasi lisan, peran aktif (inisiatif) dan inovasi. Penilaian kinerja Komite Audit dilakukan setiap triwulan, termasuk untuk menilai kepatuhan organisasi maupun individu anggota komite.

Selain itu, pertimbangan penilaian juga mengacu pada realisasi dan penyelesaian program kerja yang tercantum dalam rencana kerja dan dilaporkan kepada Dewan Komisaris dalam laporan komite. Hasil penilaian yang diberikan menjadi bahan pertimbangan bagi Dewan Komisaris untuk mengangkat kembali dan/atau memberhentikan anggota Komite Audit untuk periode jabatan berikutnya.

Hasil Penilaian

Komite Audit

Berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Audit dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Audit yang meliputi pelaksanaan tugas komite di bidang audit, kecukupan proses pengendalian internal dan penyusunan laporan keuangan, kinerja Komite Audit telah tercapai. Realisasi kehadiran anggota komite pada rapat komite selama tahun 2021 sebanyak 21 (dua puluh satu) kali atau 100% dan memberikan rekomendasi-rekomendasi yang baik bagi Perseroan.

2021 Assessment of Committees Under the Board of Commissioners

Basis of Assessment

Performance assessment indicators on all of the committees are determined by the Board of Commissioners as the executor of the assessment. Such indicators include the rate of attendance in committee meetings, in internal meetings of the Board of Commissioners, the rate of written contribution to the committees, the accuracy of verbal recommendations, active role (initiative) and innovation. Performance assessment of the Audit Committee is carried out quarterly, including to appraise compliance of the organization as well as the individual member of the committees.

In addition, assessment consideration also refers to actualization and completion of work programs scheduled in the work plan and reported to the Board of Commissioners in the committee report. Assessment results serve as materials for consideration of the Board of Commissioners to reappoint and/or dismiss members of the Audit Committee for the following term of office.

Assessment Results

Audit Committee

Based on the realization and completion of the work program listed in the Audit Committee's Work Plan as submitted to the Board of Commissioners in the Audit Committee's report, which includes the implementation of the committee's duties in the audit field, the adequacy of the internal control process and the preparation of financial reports, then the Audit Committee managed to achieve its performance targets. The attendance of committee members at committee meetings in 2021 is 21 (twenty one) times or 100% and the committee has provided good recommendations for the Company.



Komite Manajemen Risiko

Berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Manajemen Risiko dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Manajemen Risiko yang meliputi pelaksanaan tugas komite di bidang manajemen risiko, seperti pengkajian kebijakan manajemen risiko, *monitoring* risiko utama *corporate*, RKAP dan RJPP, kinerja Komite Manajemen Risiko telah tercapai. Realisasi kehadiran anggota komite pada rapat komite selama tahun 2021 sebanyak 17 kali atau 100% dan memberikan rekomendasi-rekomendasi yang baik bagi Perseroan.

Komite Nominasi dan Remunerasi

Pada tahun 2021 secara keseluruhan, berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja Komite Nominasi dan Remunerasi dan dilaporkan kepada Dewan Komisaris dalam laporan Komite Nominasi dan Remunerasi yang meliputi pelaksanaan tugas komite dalam melakukan *monitoring*, evaluasi dan memberikan rekomendasi terhadap struktur remunerasi dan sistem penilaian kinerja di perusahaan. Kinerja Komite Nominasi dan Remunerasi telah tercapai dengan realisasi kehadiran anggota komite pada rapat komite selama tahun 2021 sebanyak 3 kali atau 100% dan memberikan rekomendasi-rekomendasi yang baik bagi Perseroan.

Pengembangan Kompetensi Dewan Komisaris

Kebijakan

Guna meningkatkan kompetensi dan pengetahuan Dewan Komisaris dan sejalan dengan program peningkatan kompetensi Dewan Komisaris sebagaimana tercantum dalam *Board Manual*, yakni program peningkatan kompetensi dilaksanakan dalam rangka meningkatkan efektivitas kerja Dewan Komisaris. Setiap anggota Dewan Komisaris dapat mengikuti program peningkatan kompetensi seperti seminar dan/atau pelatihan terkait:

1. Pengetahuan berkaitan dengan prinsip-prinsip hukum korporasi dan peraturan perundang-undangan yang berhubungan dengan kegiatan usaha Perusahaan, serta sistem pengendalian internal.
2. Pengetahuan berkaitan dengan kebijakan pemerintah terkait lingkungan strategis Perusahaan, *core business* Perusahaan dan perkembangan mutakhir industri Perusahaan.
3. Pengetahuan berkaitan dengan manajemen

Risk Management Committee

Based on the realization and completion of the work program, as stated in the Risk Management Committee Work Plan that has been submitted to the Board of Commissioners in the Risk Management Committee report, which includes the implementation of the committee's duties in the field of risk management, such as reviewing risk management policies, monitoring key corporate risks, RKAP and RJPP, the performance of the Risk Management Committee has also been achieved. The realization of the attendance of committee members at committee meetings during 2021 was 17 times or 100% and provided good recommendations for the Company.

Nomination and Remuneration Committee

In 2021 as a whole, based on the realization and completion of the work program listed in the Nomination and Remuneration Committee Work Plan and reported to the Board of Commissioners in the Nomination and Remuneration Committee report which includes the implementation of the committee's duties in monitoring, evaluating and providing recommendations on the remuneration structure and system performance appraisal in the company. The performance of the Nomination and Remuneration Committee has been achieved with the realization of the attendance of committee members at committee meetings during 2021 as much as 3 times or 100% and providing good recommendations for the Company.

Competency Development of the Board of Commissioners

Policy

In order to improve the competence and knowledge of the Board of Commissioners and in line with the competency improvement program of the Board of Commissioners as stated in the Board Manual, the competency improvement program is implemented to increase the effectiveness of the work of the Board of Commissioners. Each member of the Board of Commissioners can participate in competency improvement programs such as seminars and/or training related to:

1. Knowledge related to the principles of corporate law and laws and regulations related to the Company's business activities, as well as the internal control system.
2. Knowledge related to government policies related to the Company's strategic environment, the Company's core business and the latest developments in the Company's industry.
3. Knowledge related to strategic management and its formulation.

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strategis dan formulasinya.

4. Pengetahuan berkaitan dengan manajemen risiko.
5. Pengetahuan berkaitan dengan pelaporan keuangan yang berkualitas.

Selain tercantum di dalam *Board Manual*, kebijakan mengenai pengembangan kompetensi Dewan Komisaris juga tercantum dalam SK Dewan Komisaris Nomor: SK-02/DK-SB/XI/2011 tentang Panduan Program Pengenalan Perseroan dan Program Peningkatan Kapabilitas bagi Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Semen Baturaja.

Pelaksanaan Kegiatan

Uraian lengkap pelaksanaan kegiatan pengembangan kompetensi Dewan Komisaris disampaikan pada bab "Profil Perusahaan" yang terdapat dalam laporan tahunan ini.

4. Knowledge related to risk management.
5. Knowledge related to quality financial reporting.

In addition to being listed in the Board Manual, the policy regarding the competency development of the Board of Commissioners is also contained in the Decree of the Board of Commissioners Number: SK-02/DK-SB/XI/2011 concerning Guidelines for the Company Introduction Program and Capability Improvement Program for Members of the Board of Commissioners of the Company (Persero) PT Semen Baturaja.

Activities

Full description of activities regarding the competency development of the Board of Commissioners is provided in the chapter on "Company Profile" of this Annual Report.



Komisaris Independen

Independent Commissioners

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan dengan anggota Dewan Komisaris lainnya dan/atau dengan Pemegang Saham atau hubungan lainnya dengan Perseroan yang dapat memengaruhi independensinya.

Mengacu pada peraturan Bursa Efek Indonesia No. KEP-305/BEJ/07-2004 tentang Peraturan No. I-A tentang Pencatatan Saham dan Efek Bersifat Ekuitas Selain Saham yang diterbitkan oleh Perusahaan Tercatat serta Peraturan Otoritas Jasa Keuangan tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik No. 33/POJK.04/2014 tanggal 8 Desember, setiap perusahaan publik harus memiliki Komisaris Independen sekurang-kurangnya 30% (tiga puluh persen) dari jumlah seluruh anggota.

Per 31 Desember 2021, jumlah anggota Dewan Komisaris Independen Perseroan adalah 2 (dua) dari total 4 (empat) orang atau >50% (lima puluh persen) dari jumlah seluruh anggota Dewan Komisaris Perseroan. Komposisi ini memungkinkan adanya pengambilan keputusan yang objektif, tepat serta terhindar dari adanya potensi benturan kepentingan.

Ketetapan peraturan perundang-undangan mewajibkan batas minimum Komisaris Independen sebanyak 30%. Hal ini mendukung terlaksananya penerapan mekanisme *check and balance* karena jumlah tersebut telah memenuhi dan sesuai.

Kriteria Penentuan Komisaris Independen

Mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan POJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, maka Komisaris Independen wajib memenuhi persyaratan sebagai berikut:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi kegiatan emiten atau perusahaan publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Emiten atau Perusahaan Publik pada periode berikutnya;

Independent Commissioners are members of the Board of Commissioners who have no financial, management, share ownership and/or relationship with other members of the Board of Commissioners and/or with Shareholders or other relationships with the Company that may affect their independency.

Indonesia Stock Exchange Regulation No. KEP-305/BEJ/07-2004 concerning Regulation No. I-A on the Listing of Shares and Equity Securities Other Than Shares Issued by Listed Companies and the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies No. 33/POJK.04/2014 dated 8 December, with each Public Company is required to have an Independent Commissioner of at least 30% (thirty percent) of the total members.

As of 31 December 2021, the number of members of the Board of Independent Commissioners was 2 (two) out of a total of 4 persons or 50% (fifty percent) of the total members of the Company's Board of Commissioners. This composition allows for objective, precise decision making and avoids potential conflicts of interest.

Provisions in the laws and regulations set for a minimum requirement of 30% for Independent Commissioners. This supports the implementation of a check and balance mechanism by meeting the standard for the number of Independent Commissioners.

Criteria for Determining Independent Commissioners

Based on the Regulation of the Financial Services Authority (POJK) No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and POJK No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee, the Independent Commissioner must meet the following requirements:

1. Not a person who works or has the authority and responsibility to plan, lead, control or supervise the activities of the issuer or public company within the last 6 (six) months, except for re-appointment as Independent Commissioner of the Issuer or Public Company for the next period;

Komisaris Independen

Independent Commissioners

2. Tidak mempunyai saham baik langsung maupun tidak langsung pada emiten atau perusahaan publik tersebut;
 3. Tidak mempunyai hubungan afiliasi dengan emiten atau perusahaan publik, anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama emiten atau perusahaan publik tersebut; dan
 4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha emiten atau perusahaan publik tersebut.
2. Does not own shares, either directly or indirectly, in the concerned issuer or public company;
 3. Has no affiliation with the issuer or public company, members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of the issuer or public company; and
 4. Does not have a business relationship, either directly or indirectly, related to the business activities of the issuer or public company.

Pernyataan Independensi Komisaris Independen

Ketentuan yang mengatur mengenai benturan kepentingan bagi Dewan Komisaris telah tercantum di dalam Pedoman GCG. Dalam penerapannya, Dewan Komisaris telah menerapkan ketentuan mengenai benturan kepentingan salah satunya dalam bentuk penandatanganan Pakta Integritas (*Letter of Undertaking*).

Darusman Mawardi sebagai Komisaris Independen telah melakukan penandatanganan Pakta Integritas (*Letter of Undertaking*) Nomor: PH.05.04/001/2021 dan Chowadja Sanova sebagai Komisaris Independen telah melakukan penandatanganan Pakta Integritas (*Letter of Undertaking*) Nomor: PH.05.04/003/2021.

Dalam Pakta Integritas tersebut, Komisaris Independen menyatakan bahwa:

1. Saya melaksanakan tugas sesuai dengan kewenangan yang diberikan oleh Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku, berdasarkan prinsip-prinsip itikad baik, dengan kecermatan yang tinggi dan dalam keadaan bebas, mandiri atau tidak dibawah tekanan, maupun pengaruh dari pihak lain (*Independency*).
 2. Saya mengambil keputusan dengan kehati-hatian (*duty of care and loyalty*) demi untuk kepentingan yang terbaik bagi Perseroan, dengan mengindahkan berbagai sumber informasi, keterangan dan telah melakukan perbandingan yang cukup, sebagaimana layaknya pihak profesional dalam posisi yang sama melakukan hal yang serupa, atau sebagaimana saya mempertimbangkan keputusan bagi kepentingan diri saya sendiri (*prudent person rule*).
1. I carry out my duties in accordance with the authority given by the Articles of Association of the Company and the prevailing laws and regulations, based on the principles of good faith, with high accuracy, free and independent or not under pressure or the influence of other parties (*Independency*).
 2. I make decisions with prudence (*duty of care and loyalty*) in the best interests of the Company, with respect of other sources of information and description, and have conducted sufficient comparison as professionals do in the same position would, or as I consider on decisions in my own interest (*the prudent person rule*).

Statement of Independency of Independent Commissioners

The provisions governing conflicts of interest for the Board of Commissioners are included in the GCG Guidelines. In its application, the Board of Commissioners has implemented provisions regarding conflicts of interest, one of which is the signing of an Integrity Pact (*Letter of Undertaking*).

Darusman Mawardi as Independent Commissioners have signed an Integrity Pact (*Letter of Undertaking*) No. PH.05.04/001/2021 and Chowadja Sanova as an Independent Commissioner has also signed the Integrity Pact (*Letter of Undertaking*) No. PH.05.04/003/2021.

In the Integrity Pact, the Independent Commissioners individually stated that:



3. Dalam mengambil keputusan, saya tidak memiliki kepentingan pribadi atau tujuan untuk melakukan sesuatu untuk manfaat diri sendiri, maupun menguntungkan pihak-pihak yang terkait dengan diri saya, atau pihak yang terafiliasi dengan saya, dan dengan demikian tidak memiliki posisi yang mengandung potensi benturan kepentingan (*conflict of interest*).
4. Saya melaksanakan proses tersebut dengan pemahaman yang cukup tentang berbagai peraturan dan kewajiban normatif lainnya yang terkait, dan mematuhi seluruh ketentuan dan peraturan perundang-undangan yang berlaku, termasuk mempertimbangkan *best practice*, yang dipandang perlu, penting dan kritis dalam proses tersebut (*duty abiding the laws*).

Dewan Komisaris Independen menandatangani Surat Pernyataan Pemenuhan Persyaratan terkait Pengangkatan sebagai Komisaris Independen PT Semen Baturaja (Persero) Tbk. Surat pernyataan ini sesuai dengan Pasal 21 Pasal 4 ayat (1) dan (2) Peraturan Otoritas Jasa Keuangan No: 33/POJK.04/2014, tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik ("POJK 33"), menyatakan bahwa:

1. Mempunyai akhlak, moral, dan integritas yang baik.
2. Cakap melakukan perbuatan hukum.
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - a) Tidak pernah dinyatakan pailit;
 - b) Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
 - c) Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
 - d) Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
 - Pernah tidak menyelenggarakan RUPS tahunan;
 - Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan
 - Pernah menyebabkan Perusahaan yang memperoleh izin, persetujuan atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan.

3. In making decisions, I shall have no personal interest or purpose to take action for my own benefits, or benefits of parties related to me, or parties affiliated with me, and thus do not have a position that contains a potential conflict of interest (*conflict of interest*).
4. I carry out such process with sufficient understanding of the various regulations and other related normative obligations, and comply with all applicable laws and regulations, including considering best practices, which are deemed necessary, important and critical in the process (*duty abiding the laws*).

The Independent Board of Commissioners signed a Statement of Compliance to Requirements Fulfillment regarding the Appointment as Independent Commissioner of the Company. This statement letter is in accordance with Article 21 Article 4 paragraph (1) and (2) Financial Services Authority Regulation No: 33/POJK.04/2014, concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies ("POJK 33"), states that Members of the Board of Commissioners shall:

1. Have good character, morals and integrity.
2. Capable of taking legal actions.
3. Within 5 (five) years prior to the appointment and during the term of office:
 - a) Has never been declared bankrupt;
 - b) Has never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to go bankrupt;
 - c) Has never been convicted of committing a crime that caused losses to state finances and/or related to the financial sector; and
 - d) Has never been a member of the Board of Directors and/or a member of the Board of Commissioners who during his tenure:
 - Did not hold Annual GMS;
 - Responsible as member of the Board of Directors and/or members of the Board of Commissioners have never been accepted by the GMS or have never given accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS; and
 - Caused a company that obtained a license, approval or registration from the Financial Services Authority to fail to fulfill its obligation to submit an annual report and/or financial report to the Financial Services Authority.

Komisaris Independen

Independent Commissioners

4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan.
 5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan.
 6. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya.
 7. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan.
 8. Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perseroan; dan
 9. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan tersebut.
4. Have a commitment to comply with laws and regulations.
 5. Have knowledge and/or expertise in the fields required by the Company.
 6. Is not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for re-appointment as the Company's Independent Commissioner for the next period.
 7. Does not have shares, either directly or indirectly, in the Company.
 8. Has no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company; and
 9. Does not have a business relationship, either directly or indirectly, relating to the Company's business activities.



Uraian Direksi

Description of the Board of Directors

Sebagai salah satu organ Perseroan, Direksi bertugas melaksanakan tugasnya sesuai amanat dari Anggaran Dasar Perseroan harus sejalan dan sesuai dengan ketentuan perundang-undangan yang berlaku. Sementara itu, Dewan Komisaris adalah organ Perseroan yang bertugas melaksanakan fungsi pengawasan terhadap setiap kebijakan kepengurusan Perseroan dan kegiatan usaha, serta memberikan masukan dan nasihat kepada Direksi dalam rangka memastikan bahwa Perseroan telah dikelola dengan baik sesuai dengan maksud dan tujuan yang telah ditetapkan sebelumnya.

Direksi memiliki peran untuk melakukan pengelolaan Perseroan dengan arahan dari Dewan Komisaris sebagai bagian dari penerapan tata kelola perusahaan yang baik. Mengacu kepada *Board Manual* Dewan Komisaris dan Direksi Perseroan, Direksi menjalankan setiap tugas dan wewenang yang diemban dengan itikad baik dan penuh tanggung jawab menjalani tugas untuk kepentingan dan usaha Perseroan dengan mempertimbangkan risiko usaha dan mengindahkan peraturan perundang-undangan yang berlaku.

Untuk menjalankan kegiatan sehari-hari diatur pembagian tugas, wewenang dan tanggung jawab sebagai berikut:

1. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan dan bertanggung jawab atas pengurusan Perseroan untuk kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS.
2. Dalam menjalankan tugas dan tanggung jawab atas pengurusan sebagaimana dimaksud pada butir (1), Direksi wajib menyelenggarakan RUPS tahunan dan RUPS lainnya sebagaimana diatur dalam peraturan perundang-undangan dan Anggaran Dasar.

As one of the Company's organs, the Board of Directors is responsible for carrying out its duties in accordance with the mandate from the Company's Articles of Association that must adhere in line and in conformity with the provisions of prevailing laws and regulations. Meanwhile, the Board of Commissioners is the Company organ responsible to carry out its supervisory function on every policy on the management of the Company and business activities, as well as to provide feedback and advice to the Board of Directors to ensure that the Company is well managed in line with the purposes and objectives set forth in advance.

The Board of Directors has the role to manage the Company with the direction provided by the Board of Commissioners as part of the implementation of good corporate governance. Referring to the Board Manual of the Board of Commissioners and the Board of Directors of the Company, the Board of Directors carries out each mandated duty and authority with good intention and full responsibility for the interest and business of the Company by considering all business risks and upholding the provisions of prevailing laws and regulations.

Carrying out its daily activities is regulated by the division of duties, authorities and responsibilities as follows:

1. The Board of Directors has the duty to carry out all activities related to the management of the company and is responsible for the operation of the Company for the interest of the Company in line with the purposes and objectives of the Company as well as to represent the Company both inside and outside of the courts concerning all matters and incidents with limitations as stipulated in the provisions of the laws and regulations, the Articles of Association and/or Resolutions of the GMS.
2. In carrying out its duties and responsibilities in management as intended in point (1), the Board of Directors are obligated to hold annual GMS and other GMS as regulated in the provisions of the laws and regulations and the Articles of Association.

Uraian Direksi

Description of the Board of Directors

Komposisi

Komposisi Direksi Perseroan terbaru ditunjuk berdasarkan Keputusan RUPS Tahunan Tahun Buku 2020, tanggal 27 Mei 2021 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor : 24 Tanggal 27 Mei 2021 dengan komposisi sebagai berikut:

Composition

The latest composition of the Board of Directors was appointed based on the Resolutions of the Annual GMS of Fiscal Year 2020, dated 27 May 2021 as stated in Notarial Deed Fathiah Helmi, No. 24 dated 27 May 2021 as described below:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Status Independensi Status of Independency		Tanggung Jawab yang Diemban Assumed Responsibility	Kelompok Kepentingan Interest Group
			Independen Independent	Non Independen Non-Independent		
Jobi Triananda Hasjim	Direktur Utama President Director	Keputusan RUPS Luar Biasa pada 25 Oktober 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 01 tanggal 1 November 2018 Resolutions of Extraordinary GMS on 25 October 2018 as stated in Notarial Deed Fathiah Helmi, No. 01 dated 1 November 2018	✓	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility assumed	Tidak ada None
Mukhamad Saifudin	Direktur Pemasaran Director of Marketing	Keputusan RUPS Tahunan pada 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020. Resolutions of Annual GMS on 5 August 2020 as stated in Notarial Deed Fathiah Helmi, No. 29 dated 13 August 2020	✓	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility assumed	Tidak ada None
Daconi	Direktur Produksi dan Pengembangan Director of Production and Development	Keputusan RUPS Tahunan pada 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017. Resolutions of Annual GMS on 27 April 2017 as stated in Notarial Deed Fathiah Helmi, No. 8 dated 5 June 2017	✓	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility assumed	Tidak ada None
M. Jamil	Direktur Keuangan dan Manajemen Risiko Direktur Keuangan dan Manajemen Risiko	RUPST 2020 yang dilaksanakan tanggal 27 Mei 2021. AGMS 2020 to be held on 27 May 2021	✓	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility assumed	Tidak ada None
Amrullah	Direktur Umum & SDM Director of General Affairs & HR	Keputusan RUPS Tahunan pada 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017. Resolutions of Annual GMS on 27 April 2017 as stated in Notarial Deed Fathiah Helmi, No. 8 dated 5 June 2017	✓	-	Tidak terdapat tanggung jawab khusus yang diemban No specific responsibility assumed	Tidak ada None

Masa Jabatan

Perseroan mengatur masa jabatan Anggota Direksi sesuai dengan Anggaran Dasar Perseroan, yang menyatakan bahwa Anggota Direksi diangkat dan berakhir masa jabatannya pada penutupan RUPS Tahunan yang kelima setelah tanggal pengangkatannya dengan syarat tidak boleh melebihi jangka waktu 5 (lima) tahun dengan memperhatikan peraturan

Terms of Office

The Company regulates the terms of office of Members of the Board of Directors in accordance with the Company's Articles of Association, which states that Members of the Board of Directors are appointed and complete their terms of office at the closing of the fifth Annual GMS following the date of their appointment with the condition that they do not exceed the period



perundang-undangan di bidang Pasar Modal, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu dapat memberhentikan para anggota Direksi sebelum masa jabatannya berakhir.

of 5 (five) years with consideration of the provisions of the laws and regulations applicable in the Capital Market sector, without prejudice to the rights of the GMS at any time to terminate members of the Board of Directors before their term of office ends.

Berikut adalah uraian masa jabatan Direksi Semen Baturaja.

Following is description of the terms of office of the Board of Directors of the Company.

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office
Jobi Triananda Hasjim	Direktur Utama President Director	Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2018 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 01 tanggal 1 November 2018. Resolutions of Extraordinary GMS on 25 October 2018 as stated in Notarial Deed Fathiah Helmi, No. 01 dated 1 November 2018.	2018-2023
Mukhamad Saifudin	Direktur Pemasaran Director of Marketing	Keputusan RUPS Tahunan tanggal 5 Agustus 2020 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 29 tanggal 13 Agustus 2020. Resolutions of Annual GMS on 5 August 2020 as stated in Notarial Deed Fathiah Helmi, No. 29 dated 13 August 2020.	2020-2025
Daconi	Direktur Produksi dan Pengembangan Director of Production and Development	Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017. Resolutions of Annual GMS on 27 April 2017 as stated in Notarial Deed Fathiah Helmi, No. 8 dated 5 June 2017.	2017-2022
M. Jamil	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	RUPST 2020 yang dilaksanakan tanggal 27 Mei 2021. AGMS 2020 to be held on 27 May 2021	2017-2022
Amrullah	Direktur Umum & SDM Director of General Affairs & HR	Keputusan RUPS Tahunan tanggal 27 April 2017 yang dinyatakan dalam Akta Notaris Fathiah Helmi, Nomor: 8 tanggal 5 Juni 2017. Resolutions of Annual GMS on 27 April 2017 as stated in Notarial Deed Fathiah Helmi, No. 8 dated 5 June 2017	2017-2022

Tugas, Wewenang dan Tanggung Jawab Direksi

Direksi diwajibkan untuk mencurahkan tenaga, pikiran, perhatian dan pengabdian secara penuh pada tugas kewajiban dan pencapaian tujuan Perseroan dan tidak diperkenankan melakukan Korupsi, Kolusi, Nepotisme (KKN), gratifikasi dan penyuapan.

- Anggota Direksi tidak diperbolehkan melakukan tindakan Korupsi, Kolusi dan Nepotisme serta Gratifikasi dan Suap.
 - Gratifikasi yang diterima dilaporkan dan dikonsultasikan kepada Unit Pengendalian Gratifikasi (UPG) dan Komisi Pemberantasan Korupsi Republik Indonesia. Laporan disampaikan secara tertulis dengan mengisi formulir sebagaimana ditetapkan oleh Komisi Pemberantasan Korupsi dengan melampirkan dokumen yang berkaitan dengan gratifikasi.
 - Pelanggaran yang berkaitan dengan KKN disampaikan secara tertulis kepada Dewan Komisaris dan/atau penegak hukum.

Duties, Authorities and Responsibilities of the Board of Directors

The Board of Directors is obligated to devote their full energy, mind, attention and dedication to the duties and achievement of the Company's goals and may not commit Corruption, Collusion, Nepotism, gratuity and bribery.

- Members of the Board of Directors are prohibited from any act of Corruption, Collusion and Nepotism as well as Gratuity and Bribery.
 - Received gratuities must be reported and consulted to the Gratuity Control Unit and the Corruption Eradication Commission (KPK) of the Republic of Indonesia. The report is submitted in writing by filling in the provided form as stipulated by the KPK with attachment of documents related to gratuities.
 - Violations related to KKN are to be conveyed in writing to the Board of Commissioners and/or law enforcers.

Uraian Direksi

Description of the Board of Directors

- Pengelolaan pelaporan pelanggaran terhadap Korupsi, Kolusi, dan Nepotisme, Gratifikasi serta suap diatur dalam Pedoman Pengendalian Gratifikasi dan SOP Pelaporan Pelanggaran/ *Whistleblowing System* yang berlaku di lingkungan Perseroan.
- 2. Tidak menerima, memberi dan meminta sesuatu dari dan/atau kepada pihak manapun yang terkait dengan jabatannya yang berlawanan dengan kebijakan Perseroan.
- 3. Tidak melakukan tindakan kecurangan baik secara individu maupun dengan pihak manapun yang melawan hukum dan/atau yang dapat merugikan Perseroan.
- 4. Tidak membuat kepentingan sendiri yang menyalahgunakan wewenang, kesempatan, posisi dan fasilitas Perusahaan yang akan menyebabkan kerugian bagi Perseroan.
- Management of violation reporting on Corruption, Collusion and Nepotism, Gratuity as well as Bribery is regulated in the Guidelines for Gratuity Control and the SOP of Violation Reporting/ *Whistleblowing System* applicable in the Company's environment.
- 2. Prohibited from receiving, giving and requesting something from and/or to any party related to their position that is contrary to the Company's policy.
- 3. Prohibited from any act of fraud, either individually or jointly with other parties that violates the law and/or which can be detrimental to the Company.
- 4. Prohibited from any act of one's own interest that abuses the authority, opportunity, position and facilities of the Company that can cause losses to the Company.

Direksi memiliki kewenangan yang mendukung dalam pelaksanaan tugas dan tanggung jawabnya, yang mencakup:

1. Menetapkan kebijakan yang dipandang tepat dalam rangka kepengurusan Perseroan.
 2. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan di dalam dan di luar pengadilan kepada seorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang pegawai Perseroan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain dan mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan kepada kepala cabang atau perwakilan di dalam atau di luar negeri.
 3. Mengatur ketentuan-ketentuan tentang kepegawaian Perseroan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai Perseroan yang melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan Dewan Komisaris.
 4. Mengangkat dan memberhentikan pegawai Perseroan berdasarkan peraturan kepegawaian Perseroan dan peraturan perundang-undangan.
 5. Mengangkat dan memberhentikan *Corporate Secretary* dan *Internal Audit*.
 6. Menghapusbukkan piutang macet dengan ketentuan sebagaimana diatur dalam Anggaran Dasar ini dan yang selanjutnya dilaporkan kepada Dewan Komisaris selanjutnya dilaporkan dan dipertanggungjawabkan dalam Laporan Tahunan.
 7. Tidak menagih lagi piutang bunga, denda, ongkos dan piutang lainnya diluar pokok yang dilakukan dalam rangka restrukturisasi dan/ atau penyelesaian piutang Perseroan dengan kewajiban melaporkan kepada Dewan Komisaris yang
- The Board of Directors has the authority that is supportive to the implementation of its duties and responsibilities which includes the following:
1. Establish policies deemed appropriate for the management of the Company.
 2. Arrange the delegation of power of the Board of Directors to represent the Company inside and outside of the legal courts to one or several members of the Board of Directors who are specially appointed for this purpose or to one or more employees of the Company either individually or collectively or to other persons and arrange the delegation of power of the Board of Directors to represent the Company to heads of branches or representatives at home or abroad.
 3. Regulates the provisions concerning the Company's employment including in determining the salary, pension or "old age protection" and other income for the Company's employees which exceed the obligations stipulated in the laws and regulations, must be approved by the Board of Commissioners.
 4. Appoints and dismisses employees of the Company based on the Company's employment regulations and laws and regulations.
 5. Appoints and dismisses the Corporate Secretary and Internal Audit.
 6. Writes-off unperforming debts from the books, with the provisions as stipulated in this Articles of Association and which are subsequently reported to the Board of Commissioners, then reported and accounted for in the Annual Report.
 7. No longer collects interest receivables, fines, fees and other receivables other than the principal made in the context of restructuring and/or settlement of the Company's receivables with the obligation to report to the Board of Commissioners



ketentuan dan tata cara pelaporan ditetapkan oleh Dewan Komisaris.

8. Melakukan segala tindakan dan perbuatan lainnya mengenai pengelolaan maupun pemilikan kekayaan Perseroan, mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, termasuk tidak terbatas pada optimalisasi pemanfaatan aset Perseroan, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang undangan, Anggaran Dasar dan/atau keputusan Rapat Umum Pemegang Saham.

Di samping kewenangan, Direksi juga memiliki kewajiban, yakni:

1. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perseroan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
2. Menyiapkan Rencana Jangka Panjang Perseroan, Rencana Kerja dan Anggaran Perseroan dan rencana kerja lainnya, berikut perubahannya serta menyampaikannya kepada Dewan Komisaris untuk mendapatkan persetujuan;
3. Membuat daftar Pemegang Saham, daftar khusus, Risalah RUPS dan Risalah rapat Direksi;
4. Membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengelolaan Perseroan, serta dokumen keuangan Perseroan sebagaimana dimaksud dalam undang-undang tentang dokumen Perseroan;
5. Menyusun Laporan Keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit;
6. Menyampaikan Laporan Tahunan setelah ditelaah oleh Dewan Komisaris dalam jangka waktu paling lambat 5 (lima) bulan setelah tahun buku Perseroan berakhir kepada Rapat Umum Pemegang Saham untuk disetujui dan disahkan;
7. Memberikan penjelasan kepada Rapat Umum Pemegang Saham mengenai Laporan Tahunan;
8. Menyampaikan Neraca dan Laporan Laba Rugi yang telah disahkan oleh Rapat Umum Pemegang Saham kepada Menteri yang membidangi Hukum dan Hak Asasi Manusia sesuai dengan ketentuan peraturan perundang-undangan;
9. Menyusun laporan lainnya yang diwajibkan oleh ketentuan peraturan perundang-undangan;
10. Memelihara daftar Pemegang Saham, daftar khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan risalah rapat Direksi, Laporan Tahunan dan dokumen keuangan Perseroan dan dokumen Perseroan lainnya;
11. Menyimpan di tempat kedudukan Perseroan: Daftar Pemegang Saham, daftar khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi,

whose reporting provisions and procedures are determined by the Board of Commissioners.

8. Performs all other actions and actions regarding management as well as ownership of the Company's assets, binds the Company with other parties and/or other parties with the Company, including not limited to optimizing the use of the Company's assets, with restrictions as stipulated in the laws and regulations, the Articles of Association and/or resolutions of the General Meeting of Shareholders.

In addition to authorities, the Board of Directors also has the obligations as described below:

1. Attempts and guarantees the implementation of the Company's business and activities in accordance with its aims and objectives as well as business activities;
2. Prepares the Company's Long-Term Plans, the Company's Work Plan and Budget and other work plans, along with their amendments and submit them to the Board of Commissioners for approval;
3. Makes a list of Shareholders, a special list, Minutes of GMS and Minutes of Meetings of Directors;
4. Prepares the Annual Report as a form of accountability for the management of the Company, as well as the Company's financial documents as referred to in the laws concerning Company documents;
5. Prepares the Financial Statements based on Financial Accounting Standards and submit them to a Public Accountant for auditing;
6. Submits the Annual Report after being reviewed by the Board of Commissioners within 5 (five) months after the Company's fiscal year ends to the General Meeting of Shareholders for approval and ratification;
7. Provides explanation to the General Meeting of Shareholders regarding the Annual Report;
8. Submits the Balance Sheet and Profit and Loss Statements which have been approved by the General Meeting of Shareholders to the Minister in charge of Law and Human Rights in accordance with the provisions of the laws and regulations;
9. Prepares other reports that are required by statutory provisions;
10. Maintains a list of Shareholders, a special list, Minutes of General Meeting of Shareholders, Minutes of Meetings of the Board of Commissioners and minutes of meetings of the Board of Directors, Annual Report and Company financial documents and other Company documents;
11. Keeps at the domicile of the Company: List of Shareholders, special list, Minutes of General Meeting of Shareholders, Minutes of Meetings of the Board of Commissioners and Minutes of

Uraian Direksi

Description of the Board of Directors

Laporan Tahunan dan dokumen keuangan Perseroan serta dokumen Perseroan;

12. Mengadakan dan memelihara pembukuan dan administrasi Perseroan sesuai dengan kelaziman yang berlaku bagi suatu Perseroan;
13. Menyusun Sistem Akuntansi sesuai dengan standar akuntansi keuangan dan berdasarkan prinsip-prinsip pengendalian Intern, terutama pemisahan fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;
14. Memberikan Laporan Berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta oleh Dewan Komisaris dan/atau Pemegang Saham Seri A Dwiwarna, dengan memperhatikan peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia;
15. Menyiapkan susunan organisasi Perseroan lengkap dengan perincian dan tugasnya;
16. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta anggota Dewan Komisaris dan Pemegang Saham Seri A Dwiwarna, dengan memperhatikan peraturan perundang-undangan serta peraturan yang berlaku di Indonesia.
17. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh Rapat Umum Pemegang Saham berdasarkan peraturan perundang-undangan.
18. Menyusun pedoman dan tata tertib kerja Direksi (Piagam Direksi).

Anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugas sesuai dengan kepentingan dan usaha Perseroan dengan mempertimbangkan risiko usaha dan mengindahkan peraturan perundang-undangan yang berlaku. Setiap anggota Direksi bertanggung jawab penuh secara kolegal atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Direksi dalam menjalankan tugasnya. Anggota Direksi tidak dapat dipertanggungjawabkan atas kerugian Perseroan, apabila dapat membuktikan:

1. Kerugian tersebut bukan karena kesalahannya atau kelalaiannya;
2. Telah melakukan pengurusan dengan itikad baik, penuh tanggung jawab dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Emiten atau Perusahaan Publik;
3. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian, dan
4. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.

Meetings of the Board of Directors, Annual Report and the Company's financial documents as well as the Company's documents;

12. Establishes and maintains the books and administration of the Company in accordance with the prevailing practices for a Company;
13. Prepares an Accounting System in accordance with financial accounting standards and based on the principles of internal control, especially the separation of management, recording, storage and supervision functions;
14. Provides Periodic Reports according to the manner and time in accordance with applicable regulations, as well as other reports whenever requested by the Board of Commissioners and/or Shareholders of Series A Dwiwarna Shares, with consideration of the laws and regulations as well as applicable regulations in the Capital Market sector in Indonesia;
15. Prepares the complete organizational structure of the Company with details and duties;
16. Provides an explanation of all matters that are asked or requested by members of the Board of Commissioners and the Shareholders of Series A Dwiwarna Shares, with consideration of the laws and regulations as well as prevailing regulations in Indonesia.
17. Carries out other obligations in accordance with the provisions stipulated in the Articles of Association and stipulated by the General Meeting of Shareholders based on laws and regulations.
18. Establishes the work guidelines and procedures of the board of Directors (Charter of the Board of Directors).

Each member of the Board of Directors must, in good faith and fully responsible, carry out their duties in accordance with the interests and business of the Company by always observing the prevailing laws and regulations. Each member of the Board of Directors is fully responsible collegially for the Company's losses caused by mistakes or negligence of members of the Board of Directors in carrying out their duties. Members of the Board of Directors cannot be held responsible for the Company's losses, if they can provide evidence as follows:

1. The concerned loss is not due to his fault or negligence;
2. Has carried out management in good faith, full responsibility and prudence for the interests and in accordance with the aims and objectives of the Issuer or Public Company;
3. Has no conflict of interest, either directly or indirectly, over management actions that results in losses, and
4. Has taken actions to prevent the loss from arising or continuing.



Dalam rangka melaksanakan kebijakan kepengurusan Perseroan:

1. Direktur Utama berhak dan berwenang bertindak untuk dan nama Direksi serta mewakili Perseroan.
2. Dalam hal Direktur utama tidak hadir atau berhalangan karena sebab apapun juga, hal mana tidak perlu dibuktikan kepada pihak ketiga, maka salah seorang Direktur yang ditetapkan berdasarkan keputusan rapat Direksi, berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan.

Direksi untuk perbuatan tertentu, berhak pula mengangkat seseorang atau lebih sebagai wakil atau kuasanya, dengan memberikan kepadanya atau kepada mereka kekuasaan untuk perbuatan tertentu tersebut yang diatur dalam surat kuasa. Pembagian tugas dan wewenang setiap anggota Direksi ditetapkan oleh RUPS. Dalam hal RUPS tidak menetapkan pembagian tugas dan wewenang tersebut, maka pembagian tugas dan wewenang di antara Direksi ditetapkan berdasarkan keputusan Direksi. Direksi dalam mengurus Perseroan melaksanakan keputusan yang diberikan oleh RUPS sepanjang tidak bertentangan dengan peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia dan/atau Anggaran Dasar.

Anggota Direksi tidak berwenang mewakili Perseroan apabila:

1. Terjadi perkara di depan Pengadilan antara Perseroan dengan anggota Direksi yang bersangkutan; atau
2. Anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perseroan.

Dalam hal terdapat keadaan sebagaimana dimaksud diatas, yang berhak mewakili Perseroan adalah:

1. Anggota Direksi lainnya yang tidak mempunyai benturan kepentingan dengan Perseroan;
2. Dewan Komisaris dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan; atau
3. Pihak lain yang ditunjuk oleh RUPS dalam hal seluruh anggota Direksi atau Dewan Komisaris mempunyai benturan kepentingan dengan Perseroan.

Direksi wajib meminta persetujuan RUPS untuk:

- a. Mengalihkan kekayaan Perseroan; atau
- b. Menjadikan jaminan utang kekayaan Perseroan;

Untuk hal yang menyangkut lebih dari 50% (lima puluh persen) dari jumlah kekayaan bersih Perseroan dalam

In carrying out Company's management policy:

1. The President Director has the right and is authorized to take action to and on behalf of the Board of Directors and the Company.
2. In the event the President Director is not present or available due for any reason, in which case there is no need of third party proof, then a Director, appointed based on decisions taken in the Board of Directors meeting, is authorized to act for and on behalf of the Board of Directors and the Company.

In certain cases for particular purposes, the Board of Directors has the right to appoint a personnel or more as representative or proxy, by providing them the authority to take particular actions as regulated in the letter of attorney. The division of duties and authorities of each member of the Board of Directors is determined by the GMS. In the event the GMS does not determine the division of duties and authorities, then such a case shall be determined based on the decisions made by the Board of Directors. The Board of Directors manages the Company by carrying out the resolutions of the GMS for as long as they do not contradict the provisions of the laws and regulations prevailing in the Capital Market sector in Indonesia and/or the Articles of Association.

Members of the Board of Directors are not authorized to represent the Company in such events as follows:

1. When a legal case arise in the court between the Company and the concerned member; or
2. The concerned Member of the Board of Directors has a conflict of interest with the Company.

In the event such above situation occur, the personnel with the rights to represent the Company is as follows:

1. Other Members of the Board of Directors who do not have conflict of interest with the Company;
2. The Board of Commissioners in the event all members of the Board of Directors have conflict of interest with the Company; or
3. Other parties appointed by the GMS in the event that all members of the Board of Directors and the Board of Commissioners have conflict of interest with the Company.

The Board of Directors is obliged to request the approval of GMS in order to carry out the following:

- a. Transfer of Company assets; or
- b. Debts of Company's assets as Collateral;

Whereby such actions represent more than 50% (fifty percent) of the Company's total net assets within 1

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Description of the Board of Directors

1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, kecuali sebagai pelaksana kegiatan usaha Perseroan sesuai dengan Anggaran Dasar Perseroan.

Dengan memperhatikan peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia, pembuatan-perbuatan Direksi di bawah ini harus mendapatkan persetujuan tertulis dari Dewan Komisaris untuk:

- a. Melepaskan/memindahtangankan dan/atau mengagunkan aset Perseroan dengan nilai melebihi jumlah tertentu yang ditetapkan oleh Dewan Komisaris, kecuali aset yang dicatat sebagai persediaan dengan memperhatikan ketentuan di bidang Pasar Modal;
- b. Mengadakan kerja sama dengan badan usaha atau pihak lain, dalam bentuk kerja sama operasi, kontrak manajemen, kerja sama lisensi Bangun Guna Serah (Build, Operate and Transfer/BOT), Bangun Guna Milik (Build Operate and own/BOO) dan Perjanjian-Perjanjian lain yang mempunyai sifat yang sama, yang jangka waktunya ataupun nilainya melebihi dari yang ditetapkan oleh Dewan Komisaris;
- c. Melakukan penyertaan modal, melepaskan penyertaan modal termasuk perubahan struktur permodalan dengan nilai tertentu yang ditetapkan Dewan Komisaris pada perusahaan lain, anak perusahaan dan perusahaan patungan, yang tidak dalam rangka penyelamatan piutang dengan memperhatikan ketentuan di bidang Pasar Modal;
- d. Mendirikan anak perusahaan dan/atau perusahaan patungan dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal;
- e. Mengusulkan wakil Perseroan untuk menjadi calon anggota Direksi dan Dewan Komisaris pada anak perusahaan yang memberikan kontribusi signifikan kepada Perseroan dan/atau bernilai strategis yang ditetapkan oleh Dewan Komisaris;
- f. Melakukan penggabungan, peleburan, pengambilalihan, pemisahan, pembubaran Anak Perusahaan dan perusahaan patungan dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal;
- g. Mengikat Perseroan sebagai penjamin (*borg/avalist*) dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal;
- h. Menerima pinjaman jangka menengah/panjang dan memberikan pinjaman jangka menengah/panjang dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan

(one) transaction or more, either they are inter-related or not, unless they are part of the Company's business activities in accordance with the Company Articles of Association.

In consideration of the provisions of the laws and regulations prevailing in the Capital Market sector in Indonesia, the Board of Directors must acquire the written approvals of the Board of Commissioners for actions listed as follows:

- a. Release/transfer and/or place as collaterals of Company assets with a value that exceeds a certain amount stipulated by the Board of Commissioners, unless they are assets listed as reserves with consideration of the provisions in the Capital Market sector;
- b. Cooperate with other business entities or parties, management contract, licensed Build, Operate and Transfer/BOT cooperation), licensed Build, Operate and Own/BOO cooperation as well as other Agreements with similar characteristics, of which the time period or the value exceeds the stipulations set forth by the Board of Commissioners;
- c. Conduct capital investment, release capital investment including the change in the capital structure with a certain value determined by the Board of Commissioners in other companies, subsidiaries and joint-venture companies which are not in the context of saving receivables by taking into account the provisions in the Capital Market sector;
- d. Establish a subsidiary and/or joint-venture company with a certain amount of value as determined by the Board of Commissioners with consideration of the provisions applicable in the Capital Market sector;
- e. Recommend a Company representative to become candidate member of the Board of Directors and the Board of Commissioners in subsidiaries that contribute significantly to the company and/or with a strategic value as determined by the Board of Commissioners;
- f. Conduct merger, consolidation, take over, separation, dissolution of Subsidiaries and joint-venture companies with certain amount of value as determined by the Board of Commissioners in due observance of the provisions applicable in the Capital Market sector;
- g. Secure the Company as a guarantor (*borg/avalist*) for a certain amount of value as determined by the Board of Commissioners in due observance of the provisions applicable in the Capital Market sector;
- h. Receive mid/long-term loans and provide mid/long-term loans for a certain amount of value as determined by the Board of Commissioners in due observance of the provisions prevailing in the



- ketentuan di bidang Pasar Modal;
- i. Memberikan pinjaman jangka pendek/menengah/panjang yang tidak bersifat operasional, kecuali pinjaman kepada Anak Perusahaan cukup dilaporkan kepada Dewan Komisaris;
 - j. Menghapuskan dari pembukuan terhadap piutang macet dan persediaan barang mati dalam nilai yang melebihi batas yang ditetapkan oleh Dewan Komisaris.

Tata cara untuk mendapatkan persetujuan tertulis dari Dewan Komisaris:

1. Direksi menyampaikan permohonan tertulis dan mengirimkan materi atas tindakan yang memerlukan persetujuan tertulis dari Dewan Komisaris.
2. Dewan Komisaris melakukan kajian atas materi yang disampaikan Direksi dan apabila dianggap perlu dapat meminta penjelasan tambahan kepada Direksi namun tidak lebih 1 (satu) kali.
3. Dewan Komisaris memberi keputusan tertulis atas materi usulan Direksi dan dikirimkan ke Direksi selambat-lambatnya dalam waktu 30 (tiga puluh) hari sejak diterimanya permohonan atau penjelasan dan dokumen secara lengkap dari Direksi.
4. Apabila dalam waktu 30 (tiga puluh) hari kalender sejak diterimanya permohonan atau penjelasan atau dokumen/data tambahan dari Direksi, Dewan Komisaris belum memberikan persetujuan tertulis, maka Dewan Komisaris dianggap menyetujui usulan Direksi.

Ruang Lingkup Pekerjaan dan Tanggung Jawab Masing-Masing Anggota Direksi

RUPS menetapkan pembagian tugas dan wewenang setiap anggota Direksi. Dalam hal RUPS tidak menetapkan pembagian tugas dan wewenang tersebut, maka pembagian tugas dan wewenang di antara Direksi ditetapkan berdasarkan keputusan Direksi.

Dalam mengurus Perseroan, Direksi melaksanakan keputusan yang diberikan oleh RUPS sepanjang tidak bertentangan dengan peraturan perundang-undangan serta peraturan yang berlaku di bidang Pasar Modal di Indonesia dan/atau Anggaran Dasar. Berikut adalah ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi.

Capital market sector;

- i. Provide short/mid/long-term loans for non-operational purposes, unless they are for Subsidiaries and sufficiently reported to the Board of Commissioners;
- j. Remove from the books of non-performing loans and inanimate inventory with the value exceeding the limit determined by the board of Commissioner.

Procedures to acquire written approval from the board of Commissioners:

1. The Board of Directors submit a written request and deliver materials of the action that require a written approval from the Board of Commissioners.
2. The Board of Commissioners conduct review of received material provided by the Board of Directors and if deemed necessary may request for additional explanation to the Board of Directors yet not more than 1 (one) time.
3. The Board of Commissioners provide a written decision over the Board of Directors' proposed materials and send to the board of Directors at the latest within 30 (thirty) days since the receipt of the proposal or explanation and complete documents from the Board of Directors.
4. If within 30 calendar days since the receipt of the proposal or explanation or additional documents/data from the Board of Directors, the board of Commissioners has not provide written approval, then the Board of Commissioners is considered in agreement with the recommendations/proposal of the board of Directors.

Scope of Work and Responsibilities of Each Member of the Board of Directors

The GMS establishes the division of duties and authorities of each member of the Board of Directors. In the event the GMS do not set the division of such duties and authorities, then the division of duties and authorities among members of the Board of Directors is to be determined based on decisions of the Board of Directors.

In managing the Company, the Board of Directors carry out the decisions provided in the GMS as long as they do not contradict with the provisions of the laws and regulations applicable in the Capital Market sector in Indonesia and/or the Articles of Association. Following is the scope of work and responsibilities of each of the member of the Board of Directors.

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Description of the Board of Directors

Nama Name	Jabatan Position	Tugas Duties
Jobi Triananda Hasjim	Direktur Utama President Director	Menetapkan strategi dan kebijakan dalam memimpin dan mengelola Perseroan, serta menjamin terlaksananya usaha dan kegiatan sesuai dengan maksud dan tujuan Pemegang Saham, dengan tanggung jawab utama sebagai berikut: - Menetapkan sasaran dan kebijakan dalam memaksimalkan pendapatan perusahaan serta menentukan pengelolaan <i>stakeholder</i> yang strategis dan mendorong pertumbuhan perusahaan; - Menetapkan sasaran dan kebijakan untuk menyiapkan visi, misi, tujuan dan rencana strategis perusahaan, termasuk rencana-rencana lainnya yang berhubungan dengan pelaksanaan usaha dan kegiatan perusahaan dan menyampaikan kepada Komisaris dan Pemegang Saham untuk selanjutnya disampaikan kepada Rapat Umum Pemegang Saham (RUPS) guna mendapatkan pengesahan; - Menetapkan sasaran dan kebijakan terhadap proses transformasi rencana strategis perusahaan ke dalam indikator kinerja organisasi (KPI) hingga memantau pencapaian kinerja perusahaan di level korporasi guna memastikan realisasi kinerja perusahaan sesuai dengan rencana strategis; - Menetapkan sasaran dan kebijakan seluruh kegiatan terkait aktivitas pengelolaan proyek investasi strategis perusahaan untuk memastikan terlaksananya seluruh proyek perusahaan sesuai dengan rencana strategis perusahaan; - Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya perusahaan berupa laporan tahunan termasuk perhitungan tahunan kepada RUPS; - Menetapkan sasaran dan kebijakan pemeliharaan dan pengelolaan kekayaan perusahaan serta mengatur agar fungsi manajemen dan organisasi berjalan dengan baik dan benar, serta menjamin terlaksananya <i>Good Corporate Governance</i>. - Menetapkan sasaran dan kebijakan pengendalian sumber daya perusahaan secara optimal melalui pengelolaan perusahaan yang efektif dan efisien termasuk di dalamnya adalah "<i>Image</i>" perusahaan yang sesuai dengan kendali pengawasan (Audit); - Mengendalikan dan mengarahkan strategi, program dan target atas aktivitas CSR, yang mampu memberikan manfaat bagi perusahaan dan masyarakat sekitar serta memberikan image/dampak positif atas seluruh aktivitas yang dilakukan; - Menetapkan sasaran dan kebijakan pada aktivitas yang berkaitan dengan keselamatan, kesehatan dan pemeliharaan lingkungan kerja dan lingkungan produksi untuk memastikan kepatuhan terhadap aturan demi menjaga citra perusahaan, keselamatan dan kesehatan kerja serta terpeliharanya lingkungan perusahaan; - Menetapkan sasaran dan kebijakan penyerahan kekuasaan Direksi untuk mewakili perusahaan kepada seorang atau beberapa orang anggota Direksi; - Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas maupun belum diatur didalam tugas dan tanggung jawab direksi ini. Establish strategies and policies in leading and managing the Company, as well as to ensure the implementation of operation and business activities are in accordance with the purpose and objectives of the Shareholders, with the main responsibilities as follows: - Establish the goals and policies in maximizing the Company's revenue and determine the management of stakeholders that are strategic and encourage Company's growth; - Establish the goals and policies to prepare the vision, mission, goals and strategic plans of the Company, including other plans related to the implementation of company's business and other activities, and submit them to the Board of Commissioners and the Shareholders for further delivery to the GMS for ratification; - Establish the goals and policies of the company strategic plans transformation process into the organization's performance indicator up to monitoring of the Company's performance achievement at the corporate level in order to ensure realization of the Company's performance in accordance to the strategic plans; - Establish the goals and policies of all activities related to the Company's strategic investment projects management to ensure that all projects are carried out in accordance with the Company's strategic plans; - Provide accountability and all information regarding the condition and operation of the Company in the form of an annual report including annual calculations to the GMS; - Establish the goals and policies on the maintenance and management of the Company's assets as well as regulate the functions of the management and organization run well and properly, and ensure the implementation of Good Corporate Governance. - Establish the goals and policies on the optimal control of Company resources through effective and efficient management of the company including the "Image" of the Company in accordance with supervisory control (audit); - Control and direct the strategies, programs and targets of CSR activities, which provide benefits for the Company and the surrounding communities as well as provide the positive image/ impact of all activities conducted. - Establish the goals and policies of activities related to the safety, health and maintenance of the work environment and production environment to ensure compliance with regulations in order to maintain the Company's image, occupational health and safety as well as to maintain the Company's environment; - Establish the goals and policies on delivery of authority of the board of Directors to represent the Company to a member or several members of the Board of Directors; - Entitled with the rights and authorities to act for and on behalf of the Board of Directors as well as the Company in regard to the implementation of duties and responsibilities mentioned above and others to be determined and regulated within these duties and responsibilities of the board of Directors.



Nama Name	Jabatan Position	Tugas Duties
Mukhamad Saifudin	Direktur Pemasaran Director of Marketing	Menetapkan sasaran dan kebijakan pada seluruh kegiatan pemasaran secara terintegrasi untuk memastikan pencapaian jumlah penjualan, kepuasan pelanggan dan ketepatan waktu pengiriman sesuai dengan target yang telah ditetapkan oleh perusahaan, dengan tanggung jawab utama sebagai berikut: - Menetapkan sasaran dan kebijakan pada seluruh kegiatan terkait dengan aktivitas pemasaran, tercakup di dalamnya adalah arahan strategis atas pengelolaan limbah serta branding yang akan diusung, untuk memastikan efektifitas dan kesesuaian <i>branding</i> terhadap produk dan target pelanggan; - Menetapkan sasaran dan kebijakan terhadap kesesuaian produk dengan pelanggan beserta aktivitas penjualan produk, sebagai turunan dari arahan dan strategi perusahaan, untuk memastikan jumlah produk yang terjual sesuai dengan kualitas dan target yang disepakati; - Menetapkan sasaran dan kebijakan terhadap manajemen rantai pasok, moda dan jenis distribusi yang digunakan oleh Perseroan untuk memastikan penyaluran produksi sesuai dengan target waktu, area dan moda, sehingga dapat mencapai tujuan perusahaan dan sesuai dengan kesepakatan atas elemen-elemen ketepatan waktu distribusi; - Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas. Establish the goals and policies of all marketing activities integratedly to ensure the achievement of total sales, customer satisfaction and on-time of delivery in accordance with the targets set forth by the Company, with the main responsibilities as follows: - Establish strategies and policies on all activities related to marketing, covering the strategic direction of waste management and branding to be carried on to ensure its effectiveness and suitability for the products and the target customers; - Establish the goals and policies in product conformity to the customers and product sales activities, as the derivatives of the Company's direction and strategies, in order to ensure the total products sold is in accordance with the quality and target agreed upon; - Establish the goals and policies on the supply chain management, mode and type of distribution used by Perseroan to ensure product delivery is in accordance with target time, area and mode, so as to achieve company's objectives and in accordance with the agreement over the elements of time precision in distribution; - Entitled with the rights and authorities to act for and on behalf of the Board of Directors as well as represent the Company in relation to the implementation of duties and responsibilities mentioned above.
Daconi	Direktur Produksi dan Pengembangan Director of Production and Development	Menetapkan sasaran dan kebijakan pada seluruh kegiatan produksi secara terintegrasi termasuk di dalamnya aktivitas pemeliharaan mesin, penambangan, penelitian dan pengembangan, pengontrolan kualitas serta produksi produk dari seluruh site demi memastikan kegiatan operasional perusahaan berjalan dengan baik sesuai dengan target yang telah ditetapkan perusahaan, dengan tanggung jawab utama sebagai berikut: - Menetapkan sasaran dan kebijakan pada seluruh kegiatan terkait produksi produk (semen) dan/atau turunannya sesuai dengan jenis produk, kualitas dan target yang telah disepakati bersama direktorat pemasaran dan target pertumbuhan perusahaan secara tepat waktu; - Menetapkan sasaran dan kebijakan pada seluruh kegiatan terkait pemeliharaan mesin, instrumen listrik dan fasilitas pendukung operasional produksi lainnya sesuai dengan target yang telah disepakati demi mendukung kelancaran operasional produksi; - Menetapkan sasaran dan kebijakan pada seluruh kegiatan terkait dengan penambangan/ketersediaan bahan baku, baik bersifat <i>supply</i> internal maupun eksternal, pencarian sumber-sumber lain secara strategis ke depannya, untuk memastikan keberlangsungan operasi; - Menetapkan sasaran, kebijakan dan mendukung atas budaya dan aktivitas inovasi, riset, serta pengontrolan kualitas secara berkesinambungan untuk memastikan proses produksi dan produk yang semakin berkualitas, efektif dan efisien; - Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas. Establish the goals and policies of all production activities integratedly, including activities regarding maintenance of machineries, mining, research and development, quality control of product manufacturing from all sites, in order to ensure the Company's operational activities run well in accordance with the targets set forth by the Company, with the main responsibilities as follows: - Establish the goals and policies on all activities related to cement production and/or its derivatives in accordance with the types of product, quality and target jointly agreed with the directorate of marketing and the Company's growth targets in timely manner; - Establish the goals and policies on all activities related to the maintenance of machineries, electrical instruments and other production operations supporting facilities in accordance with the targets agreed upon for the sake of supporting the smooth run of the production operation; - Establish the goals and policies on all activities related to mining/supply of raw materials, both internal and external supplies, strategically seek for other resources onward, to ensure sustainable operations; - Establish the goals, policies and continuously support the culture and activities of innovation, research as well as quality control to ensure that production process and products are increasingly of quality, effective and efficient; - Entitled with the rights and authorities to act for and on behalf of the Board of Directors as well as represent the Company in relation to the implementation of duties and responsibilities mentioned above.

Uraian Direksi

Description of the Board of Directors

Nama Name	Jabatan Position	Tugas Duties
M. Jamil	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Menetapkan sasaran dan kebijakan pengelolaan keuangan, pengembangan dan pelayanan ICT; melaksanakan analisis dan evaluasi untuk memberikan informasi kinerja finansial dan rekomendasi bisnis; penyusunan dan pengendalian RKAP, manajemen risiko dan asuransi, pengendalian kekayaan perusahaan, perencanaan strategis pendanaan dan penyelenggaraan pelaporan keuangan untuk kepentingan eksternal dan untuk kepentingan internal, dengan tanggung jawab utama sebagai berikut: - Menetapkan sasaran dan kebijakan untuk penyiapan Rencana Kerja dan Anggaran Tahunan Perusahaan (RKAP) dan menyampaikan kepada Komisaris dan Pemegang Saham untuk selanjutnya disampaikan kepada Rapat Umum Pemegang Saham (RUPS) guna mendapatkan pengesahan; - Menetapkan sasaran dan kebijakan terkait monitoring dan analisa keseluruhan kinerja anak usaha agar terdapat informasi yang dapat mendukung pengambilan keputusan bisnis bagi perusahaan; - Memberikan arahan strategis dan pengendalian atas aktivitas koordinasi, konsolidasi dan evaluasi terhadap penyusunan RKAP serta ukuran kinerja kegiatan operasi sendiri, unit usaha dan usaha kemitraan/penyertaan. - Menetapkan sasaran dan kebijakan proses pengendalian dan evaluasi realisasi anggaran biaya dan pendapatan untuk pengukuran kinerja keuangan seluruh kegiatan operasi sendiri, unit usaha, dan usaha kemitraan/penyertaan; - Memberikan arahan strategis atas kegiatan pengendalian hutang piutang, dan kekayaan perusahaan lainnya termasuk di dalamnya menyelenggarakan pengendalian risiko bisnis dan manajemen asuransi; - Memberikan arahan strategis dalam proses menyelenggarakan, mengkoordinasikan dan mengkonsolidasikan laporan keuangan perusahaan, unit usaha, dan usaha kemitraan dan penyertaan serta berbagai laporan manajemen beserta analisisnya untuk direksi dan dewan komisaris dalam rangka pengambilan keputusan manajemen; - Menetapkan sasaran dan kebijakan proses pencarian dan pelaksanaan sumber-sumber pendanaan yang efisien, perencanaan pendanaan, serta menentukan kebijakan pendanaan proyek dan kegiatan investasi dalam rangka perencanaan strategis pendanaan; - Menetapkan sasaran dan kebijakan pada aktivitas pengembangan aplikasi dan infrastruktur ICT, pengamanan informasi serta penyediaan operasional layanan ICT yang didukung oleh tata kelola ICT untuk memastikan keberlangsungan operasional bisnis dalam rangka pencapaian strategi bisnis perusahaan; - Memberikan arahan strategis mengenai identifikasi risiko-risiko perusahaan dan kecukupan mitigasi risiko dalam hal penetapan kebijakan dan keputusan strategis khususnya di bidang produksi, pemasaran dan investasi; - Menetapkan sasaran dan kebijakan serta mengevaluasi rencana kerja pengembangan berkelanjutan (<i>roadmap</i>) dalam proses penetapan dan penguatan fungsi manajemen risiko perusahaan; - Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas. Establish the goals and policies on financial management, ICT development and services; implementation of analysis and evaluation to provide information on financial performance and business recommendations; Company Annual Work Plan and Budget preparation and control, risk management and insurance, company asset control, financing strategic planning and implementation of financial reporting for external and internal interests, with the main responsibilities as follows: - Establish the goals and policies for the preparation of the Company Annual Work Plan and Budget and inform the Board of Commissioners and Shareholders for further submission to the General Meeting of Shareholders (GMS) for ratification; - Establish the goals and policies related to the monitoring and analysis of overall performance of subsidiaries so as to obtain information that supports the Company's business decision-making; - Provide strategic directions and control over activities, coordination, consolidation and evaluation in preparing the Company Annual Work Plan and Budget as well as to measure the performance of operational activities, business units and partnership business/investment. - Establish targets and policies for the process of controlling and evaluating the realization of budgeted costs and revenues for measuring financial performance of all own operations, business units, and partnership/participation businesses; - Provide strategic directions for debts and receivable control activities, and other company assets including the implementation of business risk control and insurance management; - Provide strategic directions in such process as implementation, coordination and consolidation of the financial statements of the Company, business units and business partners and investment as well as various management reports and their analysis for the Board of Directors and the Board of commissioners in the context of the management's decision-making; - Establish the goals and policies of the process of seeking and implementing efficient sources of financing, financing plans, as well as determining project financing and investment policies in the context of strategic financing planning. - Establish the goals and policies on ICT application and infrastructure development, information security as well as the procurement of ICT operational services supported by ICT governance to ensure sustainable business operation in the context of achieving company business strategies; - Provide strategic directions on identification of company's risks and the adequacy of risk mitigation in determining strategic policies and decisions, especially in production, marketing and investment; - Establish the goals and policies and evaluate sustainable work plan development (<i>roadmap</i>) in the process of determining and strengthening the Company's risk management function; - Entitled the rights and authorities to act for and on behalf of the Board of Directors as well as to represent the Company in relation the implementation of duties and responsibilities mentioned above.



Nama Name	Jabatan Position	Tugas Duties
Amrullah	Direktur Umum & Sumber Daya Manusia Director of General Affairs & HR	Menetapkan arahan strategis, anggaran serta pengendalian atas kegiatan pengelolaan Sumber Daya Manusia (SDM), pendidikan dan pelatihan, hubungan industrial, administrasi dan kesejahteraan Sumber Daya Manusia, kerumah-tangga, perlengkapan, pengelolaan kegiatan pengadaan barang dan jasa, pengelolaan aset, persediaan serta kegiatan manajemen risiko, GCG, dan mutu, evaluasi dan analisa kegiatan, ketata-usahaan Direktorat serta pelaporan pelaksanaan kegiatan, dengan tanggung jawab utama sebagai berikut: a. Menetapkan sasaran dan kebijakan yang tepat terhadap seluruh aktivitas dan program di bidang SDM, Umum dan pengelolaan aset secara terintegrasi menyesuaikan strategi perusahaan; b. Menetapkan sasaran dan kebijakan atas proses pembinaan dan pengembangan SDM perusahaan secara terintegrasi untuk memastikan ketersediaan sumber daya secara jumlah dan kualitas serta kesiapan dalam waktu yang tepat menyesuaikan target pertumbuhan perusahaan; c. Menetapkan sasaran dan kebijakan dalam penyediaan dan pengelolaan aset Perusahaan, untuk memastikan efektifitas dan efisiensi penggunaan aset, termasuk dalam penetapan dan pencapaian SLA (<i>Service Level Agreement</i>) sebagai indikator kinerja; d. Menetapkan sasaran dan kebijakan kegiatan strategis <i>procurement</i> secara terintegrasi untuk memastikan <i>Governance</i> kegiatan <i>procurement</i>, meningkatkan kekuatan daya tawar serta ketersediaan barang dan jasa sesuai dengan spesifikasi dan memenuhi SLA; e. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan sehubungan dengan pelaksanaan tugas dan tanggung jawab di atas. Establish strategic directions, budget as well as control over Human Resource (HR) management activities, education and training, industrial relations HR administration and welfare, household affairs, equipment, procurement of goods and services management, asset management, supplies and risk management, GCG, and quality, activity evaluation and analysis, Directorate administration, as well as reporting of activity implementation, with the main responsibilities as follows: a. Establish accurate goals and policies on all activities and programs regarding HR, General Affairs and management of assets integratedly in accordng to company strategies; b. Establish the goals and policies of company HR training and development processes integratedly to ensure supply of resources in terms of amount and quality as well as readiness in the right time in accordance with company growth targets; c. Establish the goals and policies in the supply and management of Company assets, including in determining and achieving Service Level Agreement (SLA) as performance indicator; d. Establish the goals and policies of strategic procurement activities integratedly to ensure Governance in procurement activities, increase bargaining power as well as the availability of goods and services in accordance with the specifications and fulfillment of SLA; e. Entitled the rights and authorities to act for and on behalf of the Board of Directors and represent the Company in relation to the implementation of duties and responsibilities mentioned above.

Pedoman (*Board Charter*) Direksi

Pedoman dan Tata Tertib Kerja adalah panduan yang menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dijalankan dengan konsisten, sehingga dapat menjadi acuan dalam melaksanakan tugas masing-masing untuk mencapai Visi dan Misi Perseroan.

Direksi Perseroan memiliki Piagam Direksi yang disahkan melalui Surat Keputusan Direksi Nomor: PH.01.04/071/2021 tentang Pedoman dan Tata Tertib Kerja Direksi (Piagam Direksi) tanggal 18 November 2021, yang memuat mengenai:

- Ketentuan Umum
- Organisasi, Pembagian Kerja, Tugas, Wewenang, Kewajiban dan Kebijakan Umum
- Rapat Direksi
- Etika dan Waktu Kerja
- Kepemilikan Saham Direksi
- Evaluasi Kinerja Direksi
- Pengelolaan Anak Perusahaan, dll

Selain Piagam Direksi juga terdapat kesepakatan bersama Dewan Komisaris dan Direksi dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perseroan sesuai peraturan perundang-undangan yang

Board of Directors Guidelines (*Board Charter*)

Work Guidelines and Procedures are the guidebook that explain the stages of activities in structured, systematic, easy to understand and consistently applicable manners, so as to become reference for board members to conduct each of their duties to achieve the Company Vision and Mission.

The Company Board of Directors has the Charter of the Board of Directors ratified through the Decree of the Board of Directors No. PH.01.04/071/2021 on the Work Guidelines and Ethics (Charter of the Board of Directors) dated 18 November 2021, which covers the following:

- General Provision
- Organization, Division of Work, Duties, Authorities, Responsibilities and General Policy
- Board of Directors' Meeting
- Work Ethics and Time
- Shares Ownership of the Board of Directors
- Performance Assessment of the Board of Directors
- Management of Subsidiaries, etc

Aside from the Charter of the Board of Directors, an agreement is also conducted between the Board of Commissioners and the Board of Directors in carrying out their functions and roles as holders of the Company's

Uraian Direksi

Description of the Board of Directors

berlaku yang diatur dalam Board Manual, berpedoman pada Pedoman GCG, Pedoman Perilaku, Pedoman Pengendalian Gratifikasi dan Pedoman Benturan Kepentingan.

Hubungan antara Dewan Komisaris dan Direksi dalam sistem tata hukum Indonesia merupakan hubungan yang berdasarkan prinsip *two tiers system*. Dengan demikian, terdapat pemisahan tugas dan kewajiban yang tegas bahwa Perseroan dipimpin dan dikelola oleh Direksi, sedangkan Dewan Komisaris melakukan pengawasan dan pemberian nasihat terhadap tindakan yang dilakukan Direksi.

Dewan Komisaris dan Direksi memiliki tanggung jawab untuk memelihara kesinambungan usaha Perseroan dalam jangka panjang. Oleh karena itu, perlu adanya kejelasan sistem dan struktur menyangkut hubungan antar organ Perseroan dengan berpedoman pada prinsip-prinsip GCG. Fungsi, tugas dan hubungan kerja masing-masing Organ Perseroan didefinisikan secara jelas dan dijalankan dengan konsisten.

Board Manual bagi Direksi

Dalam rangka penerapan prinsip *Good Corporate Governance* dan untuk memenuhi kepentingan pemegang saham dan stakeholder lainnya, Direksi dan Dewan Komisaris membutuhkan suatu pedoman yang akan dijadikan acuan dalam pengurusan Perseroan agar sesuai dengan tujuan serta kepatuhan terhadap ketentuan yang berlaku. Hubungan antar Dewan Komisaris dan Direksi dalam sistem tata hukum Indonesia merupakan hubungan yang berdasarkan prinsip *two tiers system* yang berarti terdapat pemisahan tugas dan kewajiban yang tegas bahwa Perseroan dipimpin dan dikelola oleh Direksi, sedangkan Dewan Komisaris melakukan pengawasan dan pemberian nasihat terhadap tindakan yang dilakukan Direksi.

Keduanya mempunyai tanggung jawab untuk memelihara kesinambungan usaha Perseroan dalam jangka panjang. Oleh karena itu perlu adanya kejelasan sistem dan struktur menyangkut hubungan antar Organ Perseroan dengan berpedoman pada prinsip-prinsip *Good Corporate Governance* (GCG). Fungsi, tugas dan hubungan kerja masing-masing Organ Perseroan didefinisikan secara jelas dan dijalankan dengan konsisten.

Board Manual adalah pedoman bagi Dewan Komisaris dan Direksi yang memuat kumpulan dari prinsip-prinsip hukum korporasi dan ketentuan yang terdapat di dalam peraturan perundang-undangan, Anggaran Dasar Perusahaan maupun peraturan Perusahaan yang mengatur mengenai tata kelola Organ Perusahaan dan tata kerja Dewan Komisaris dan Direksi.

mandate in accordance with the provisions of applicable laws and regulations as regulated in the Board Manual, with the guidance of the GCG Guidelines, Code of Conduct, Gratuity Control Guidelines and Conflict of Interest Guidelines.

Relationship between the Board of Commissioners and the Board of Directors within Indonesia's legal system is a relationship based on two-tiers system principle. Thus, there is a clear division of duties and responsibilities that the Company is lead and managed by the Board of Directors, while the Board of Commissioners carryout supervision and provide advice on actions undertaken by the Board of Directors.

The Board of Commissioners and the Board of Directors have the responsibilities to maintain the Company's business sustainability in the long-term. For this reason, there must be a clear system and structure related to the relationship between Company organs with the guidance of the GCG principles. Functions, duties and work relations of each of the Company Organ are defined clearly and implemented consistently.

Board Manual for the Board of Directors

In the context of implementing Good Corporate Governance principles and to fulfill the interests of the shareholders and other stakeholders, the Board of Directors and the Board of Commissioners require a guidelines that can serve as reference in managing the Company so as to be in line with the objectives and compliance with applicable provisions. Relationship between the Board of commissioners and the Board of Directors within Indonesia's legal system is a relationship based on the two-tiers system principle, which means that there is a clear division of duties and responsibilities that the Company is lead and managed by the Board of Directors and the Board of Commissioners conduct supervision and provide advice on the actions undertaken by the Board of Directors.

Both have the responsibilities to maintain the Company's business sustainability in the long-term. For this purpose, there needs to be clear system and structure on the relationship between company Organs with the guidelines of the Good Corporate Governance principles. Functions, duties and work relations of each of the Company Organs are defined clearly and implemented consistently.

The Board Manual is the guidelines for the Board of Commissioners and the Board of Directors that contains a collection of corporate legal principles and provisions of the laws and regulations, the Articles of Association and Company regulations that regulate the governance of Company Organs and work procedures of the the Board of Commissioners and the Board of Directors.



Dewan Komisaris dan Direksi memiliki Komitmen yang tinggi untuk menjadikan *Board Manual* ini sebagai pedoman dalam melaksanakan fungsi, tugas dan hubungan kerja antar Dewan Komisaris dan Direksi sehingga dapat berjalan secara efektif.

Board Manual merupakan kesepakatan bersama Dewan Komisaris dengan Direksi PT Semen Baturaja (Persero) Tbk, dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perseroan sesuai peraturan dan Perundang-undangan yang berlaku. *Board Manual* merupakan salah satu perangkat GCG yang mengacu pada Anggaran Dasar serta dasar-dasar hukum yang berlaku.

Board Manual disusun dengan tujuan antara lain:

1. Menjadi pedoman umum bagi Dewan Komisaris dan Direksi dalam menjalankan fungsi dan peran jabatannya dalam organisasi PT Semen Baturaja (Persero) Tbk.
2. Menjabarkan berbagai hal mengenai pelaksanaan, tugas, wewenang, tanggung jawab, hak dan kewajiban serta tata hubungan Direksi dengan Dewan Komisaris.
3. Menerapkan asas-asas GCG yakni *transparency, accountability, responsibility, independency dan fairness*.

Adapun isi dari Board Manual bagian Direksi antara lain mengatur hal-hal berikut:

1. Komposisi Direksi
2. Fungsi Direksi
3. Persyaratan Direksi
4. Keanggotaan Direksi
5. Lowong Jabatan Direksi
6. Tugas, Wewenang dan Kewajiban Direksi
7. Pembagian Kerja Direksi
8. Rangkap Jabatan
9. Rapat Direksi
10. Pelaporan dan Pertanggungjawaban Direksi
11. Organ Pendukung
12. Kerahasiaan dan Keterbukaan Informasi
13. Peningkatan Kompetensi
14. Independensi (Kemandirian Direksi)
15. Kuasa Bertindak Untuk dan Atas Nama Direksi dalam Mewakili Perseroan
16. Anggota Direksi Berhalangan dan Pejabat Pengganti Sementara
17. Evaluasi Kinerja Direksi dan Anggota Direksi
18. Nilai-Nilai
19. Etika Jabatan Anggota Direksi

The Board of Commissioners and the Board of Directors retain high commitment to make the Board Manual as the guidelines in carrying out their functions, duties and work relations between the Board of Commissioners and the Board of Directors to run effectively.

The Board manual is a joint agreement with the Board of Commissioners and the Board of Directors of PT Semen Baturaja (Persero) Tbk, in performing their functions and roles as holders of the Company's mandate in accordance with applicable provisions of the laws and regulations. The Board Manual is one of the GCG tools that refers to the Articles of Association as well as applicable legal basis.

The Board Manual is established with the objectives, among others, as follows:

1. Serves as the general guidelines for the Board of commissioners and the Board of Directors in performing their functions and roles in the organization of PT Semen Baturaja (Persero) Tbk.
2. Describes the various matters on the implementation, duties, authorities, responsibilities, rights and obligations as well as the Board of Directors' relations with the Board of Commissioners.
3. Implements GCG principles, namely transparency, accountability, responsibility, independency and fairness.

The content of the Board Manual in the section on the Board of Directors regulates the following matters:

1. Composition of the Board of Directors
2. Functions of the Board of Directors
3. Board of Directors Requirements
4. Membership of the Board of Directors
5. Vacant Position of the Board of Directors
6. Duties, Authorities and Obligations of the Board of Directors
7. Division of Duties of the Board of Directors
8. Concurrent Positions
9. Board of Directors Meeting
10. Reporting and Accountability of the Board of Directors
11. Supporting Organs
12. Confidentiality and Disclosure of Information
13. Competency Development
14. Independence of the Board of Directors
15. Power of Attorney to act for and on behalf of the Board of Directors in Representing the Company
16. Board of Directors' Absent and the Temporary Substitute
17. Assessment of the Performance of the Board of Directors and Members of the Board of Directors
18. Values
19. Position's Ethics for Members of the Board of Directors

Uraian Direksi

Description of the Board of Directors

Pengangkatan dan Pemberhentian Direksi

Kebijakan mekanisme pengangkatan dan pemberhentian Direksi Perseroan mengacu pada Peraturan Menteri BUMN Nomor: 11/MBU/07/2021 tentang Persyaratan Tata Cara Pengangkatan dan Pemberhentian Direksi Badan Usaha Milik Negara

Anggota Direksi diangkat dan diberhentikan oleh RUPS yang dihadiri oleh Pemegang Saham Seri A Dwiwarna. Keputusan rapat tersebut harus disetujui oleh Pemegang Saham Seri A Dwiwarna dengan memperhatikan ketentuan Anggaran Dasar.

Keputusan RUPS mengenai pengangkatan dan pemberhentian anggota Direksi juga menetapkan saat mulai berlakunya pengangkatan dan pemberhentian tersebut. Dalam hal RUPS tidak menetapkan, maka pengangkatan dan pemberhentian anggota Direksi tersebut mulai berlaku sejak penutupan RUPS. Setelah masa jabatannya berakhir, para anggota Direksi dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan.

Program Orientasi/Pengenalan Direksi Baru

Perseroan memiliki kebijakan program pengenalan bagi anggota Direksi baru yang bertujuan memberikan gambaran atas aktivitas bisnis, rencana perusahaan ke depan, pedoman kerja dan hal lainnya yang menjadi tanggung jawab Direksi. Pelaksanaan program diatur dalam Surat Keputusan Direksi tentang Pedoman Program Pengenalan Direksi dan Dewan Komisaris Baru Perseroan.

Corporate Secretary bertanggung jawab untuk memberikan materi kepada anggota Direksi baru. Selain pemaparan atas Perseroan, dalam program pengenalan Perseroan juga disampaikan dokumen-dokumen penunjang, antara lain:

1. Laporan Tahunan;
2. Rencana Kerja dan Anggaran Perusahaan (RKAP);
3. Rencana Jangka Panjang Perusahaan (RJPP);
4. Anggaran Dasar Perseroan;
5. *Board Manual*, Pedoman GCG;
6. Standar Etika Perusahaan;
7. Program Kerja Direksi;
8. *Charter* Direksi; dan
9. Peraturan-peraturan yang terkait dengan pelaksanaan tugas Direksi.

Appointment and Dismissal of the Board of Directors

The policy of the appointment and dismissal mechanism of the Board of Directors of the Company refers to the BUMN Minister Regulation No. 11/MBU/07/2021 on the Requirement, Procedure of Appointment and Dismissal of the Board of Directors of State-Owned Enterprises.

Members of the Board of Directors are appointed and dismissed by the GMS, attended by the Shareholders of Series A Dwiwarna Shares. Resolutions of the meeting must be approved by the Shareholders of Series A Dwiwarna Shares with consideration of the provisions of the article of association.

Resolutions of the GMS on the appointment and dismissal of members of the Board of Directors also determine the effective time of the appointment and dismissal. In the event the GMS does not determine the matter, then the appointment and dismissal of members of the Board of Directors concerned are effective as of the closing of the GMS. Upon completion of the the term of office, members of the Board of Directors may be reappointed by the GMS for one term of office.

Orientation/Introductory Program for New Members of the Board of Directors

The Company has the policy to conduct an orientation program for new members of the Board of Directors with the objectives to provide overview of business activities, company's future plans, work guidelines and other matters that fall under the responsibility of the board of Directors. Implementation of the program is regulated in the Decision Letter of the Board of Directors on the Guidelines on the Introductory Program for the Company's New Members of the Board of Directors and the Board of Commissioners.

The Corporate Secretary is responsible for providing the program materials to new members of the Board of Directors. In addition to the description of the company, the company introductory program also provides supporting documents which include the following:

1. Annual Report;
2. Company Work Plan and Budget (RKAP);
3. Company Long-Term Plan (RJPP);
4. Company Articles of Association;
5. Board Manual, GCG Guidelines;
6. Company Standard of Ethics (Code of Conduct);
7. Work Program of the Board of Directors;
8. Charter of the Board of Directors; and
9. Regulations related to implementation of duties of the Board of Directors.



Selain itu, guna memahami secara langsung proses bisnis Perseroan, program pengenalan Perseroan juga meliputi kunjungan langsung ke Unit/Unit Bisnis Perseroan. Pada tahun 2021, terjadi perubahan nomenklatur jabatan anggota Direksi Perseroan yang dijabat oleh M. Jamil yaitu semula Direktur Keuangan menjadi Direktur Keuangan dan Manajemen Risiko.

Penilaian Komite di bawah Direksi

Direksi tidak memiliki atau membentuk komite. Pelaksanaan tugas dan tanggung jawab Direksi didukung oleh unit kerja yang dipimpin oleh *Vice President* dan organ fungsional lainnya.

Kendati demikian, dalam rangka penerapan tata kelola perusahaan yang baik, Perseroan secara periodik melakukan penilaian terhadap efektivitas kinerja Unit Kerja seperti Division *Internal Audit* dan Division *Corporate Secretary* berdasarkan pencapaian *Key Performance Indicator* (KPI) yang telah ditetapkan.

Pengembangan Kompetensi Direksi

Kebijakan

Guna meningkatkan kompetensi dan pengetahuan Direksi dan sejalan dengan program peningkatan kompetensi Direksi sebagaimana tercantum dalam *Board Manual*, yakni program peningkatan kompetensi dilaksanakan dalam rangka meningkatkan efektivitas kerja Direksi. Setiap anggota Direksi dapat mengikuti program peningkatan kompetensi seperti seminar dan/atau pelatihan terkait:

1. Pengetahuan berkaitan dengan prinsip-prinsip hukum korporasi dan peraturan perundang-undangan yang berhubungan dengan kegiatan usaha Perseroan, serta sistem pengendalian internal.
2. Pengetahuan berkaitan dengan kebijakan pemerintah terkait lingkungan strategis Perseroan, *core business* Perseroan dan perkembangan mutakhir industri Perusahaan.
3. Pengetahuan berkaitan dengan manajemen strategis dan formulasinya.
4. Pengetahuan berkaitan dengan manajemen risiko.
5. Pengetahuan berkaitan dengan pelaporan keuangan yang berkualitas.

Pelaksanaan Kegiatan

Uraian lengkap pelaksanaan kegiatan pengembangan kompetensi Direksi disampaikan pada bab "Profil Perusahaan" yang terdapat dalam laporan tahunan ini.

In addition, in order to directly understand the Company's business process, the program also include direct site visits to Units/Business Units of the Company. In the year 2021, a change in the nomenclature of the positions of members of the company's Board of Directors assigned to M. Jamil, initially as the Director Finance to Director of Finance and Risk Management.

Assessment of Committees Under the Board of Directors

The Board of Directors do not have subordinating committees. Implementation of duties and responsibilities of the Board of Directors is assisted by work units lead by the Vice President and other functional organs.

Even so, in the context of implementing good corporate governance, the company periodically carry out assessment of the effectiveness of Work Units, such as the Internal audit Division and Corporate Secretary Division based on the established Key Performance Indicator (KPI).

Competency Development of the Board of Directors

Policy

To improve the competence and knowledge of the Board of Directors and in line with the competency improvement program of the Board of Directors as stated in the Board Manual, the competency improvement program is implemented in order to improve the effectiveness of the Board of Directors' work. Each member of the Board of Directors can participate in competency improvement programs such as seminars and/or training related to:

1. Knowledge related to the principles of corporate law and laws and regulations related to the Company's business activities, as well as the internal control system.
2. Knowledge related to government policies related to the Company's strategic environment, the Company's core business and the latest developments in the Company's industry.
3. Knowledge related to strategic management and its formulation.
4. Knowledge related to risk management.
5. Knowledge related to quality financial reporting.

Activity Implementation

Full description on the implementation of competency development activities of the Board of Directors is presented in the chapter on "Company Profile" of this annual report.

Hubungan Afiliasi Dewan Komisaris dan Direksi

Affiliation of the Board of Commissioners and the Board of Directors

Dalam rangka menjaga Independensi, anggota Direksi dengan anggota Dewan Komisaris dan Pemegang Saham tidak memiliki hubungan keuangan, ataupun hubungan kepemilikan saham dan keluarga. Anggota Direksi Perseroan bertindak secara independen dalam melaksanakan fungsi dan tugasnya baik secara individual maupun kolegal dan tidak merangkap jabatan yang dilarang oleh peraturan perundang-undangan yang berlaku tentang pelaksanaan GCG.

In the effort to maintain independency, members of the Board of Directors together with members of the Board of Commissioners and the Shareholders do not have financial relations, or relations connected with shares ownership and family. Members of the Board of Directors act independently in performing their functions and duties, both individually and collegially, and do not take on concurrent positions prohibited by applicable provisions of the laws and regulations on GCG implementation.

Berikut tabel hubungan afiliasi Dewan Komisaris dan Direksi Perseroan.

Below is table on relationship of affiliation of the Board of Commissioners and the Board of Directors.

Nama Name	Hubungan Keluarga dengan Family Relations with						Hubungan Keuangan dengan Financial Relations with					
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Controlling Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Pengendali Controlling Shareholders	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Dewan Komisaris Board of Commissioners												
Franciscus M.A. Sibarani		√		√		√		√		√		√
Oke Nurwan		√		√		√		√		√		√
Darusman Mawardi		√		√		√		√		√		√
Endang Tirtana*		√		√		√		√		√		√
Chowadja Sanova		√		√		√		√		√		√
Direksi Board of Directors												
Jobi Triananda Hasjim		√		√		√		√		√		√
Daconi		√		√		√		√		√		√
M. Jamil		√		√		√		√		√		√
Amrullah		√		√		√		√		√		√
Mukhamad Saifudin		√		√		√		√		√		√

* menjabat hingga 29 Desember 2021 | serving until December 29, 2021



Keberagaman Komposisi Dewan Komisaris dan Direksi

Diversity Composition of the Board of Commissioners and Board of Directors

Dewan Komisaris dan Direksi merupakan organ Perusahaan yang menjadi kunci penegakan GCG. Selain itu, dinamika usaha yang kian sengit menuntut adanya keunggulan dari komponen-komponen Perseroan guna menghasilkan strategi yang tepat, sehingga keragaman Dewan Komisaris dan Direksi menjadi sangat penting.

Berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, salah satu persyaratan diangkat menjadi anggota Direksi dan anggota Dewan Komisaris yaitu memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan. Selain itu, berdasarkan rekomendasi Otoritas Jasa Keuangan yang tertuang dalam Lampiran Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka menyatakan bahwa komposisi anggota Dewan Komisaris dan Direksi merupakan kombinasi karakteristik, baik dari segi organ maupun secara individu masing-masing. Karakteristik tersebut dapat tercermin dalam penentuan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam pelaksanaan tugas pengawasan dan pemberian nasihat oleh Dewan Komisaris dan pengelolaan oleh Direksi.

Komposisi yang telah memperhatikan kebutuhan Perseroan merupakan suatu hal yang positif. Pengambilan keputusan oleh Dewan Komisaris dalam rangka pelaksanaan fungsi pengawasan harus mempertimbangkan berbagai aspek yang luas. Pembagian tugas dan fungsi jabatan Direksi dalam mencapai tujuan Perseroan juga menjadi pertimbangan penting. Dengan demikian, pertimbangan kombinasi karakteristik yang dimaksud akan berdampak dalam ketepatan proses pencalonan dan penunjukan individual anggota Direksi ataupun Direksi secara kolektif.

Perseroan memiliki kebijakan atas keberagaman komposisi Dewan Komisaris dan Direksi dengan tujuan saling mengisi dan melengkapi dalam pelaksanaan tugas dan tanggung jawabnya. Keberagaman tersebut ditunjukkan melalui keahlian, pengalaman, usia, jenis kelamin dan latar belakang pendidikan. Melalui keberagaman yang dimiliki, Dewan Komisaris dan

The Board of Commissioners and the Board of Directors are company organs that key to upholding GCG. In addition, the increasingly fierce dynamics of business demands excellence from other components of the Company in order to generate precise strategies, that the diversity in the the composition of the Board of Commissioners and the Board of Directors is very important.

Based on the Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies, one of the appointment requirements to become members of the Board of Directors and the Board of Commissioners is to have to knowledge and/or expertise in fields required by the Company. In addition, based on the recommendation of the Financial Services Authority as contained in the Attachment of Circular Letter of the Financial Services Authority No. 32/SEOJK.04/2015 on the Guidelines on Corporate Governance in Public Companies states that the composition of members of the Board of Commissioners and the Board of Directors is a combination of characteristics, both in the organ as well as individual aspects. Such characteristics may be reflected in determining the expertise, knowledge and experience required in the implementation of supervisory duties and providing advice by the Board of Commissioners and management by the Board of Directors.

The composition that takes into account the needs of the Company is of positive point to note. Decision making by the Board of Commissioners in the context of implementing its supervisory function must take into account the vast aspects. The Division of duties and functions of positions in the Board of Directors in achieving the objectives of the Company are also of importance to take into account. Thus, consideration of the combination of characteristics noted above will have impact on the accuracy of the nomination and appointment processes of individual member of the Board of Directors or collegially of the Board of Directors.

The Company has a policy on the diversity of the composition of the Board of Commissioners and the Board of Directors with the aim to fulfill and complete the implementation of their duties and responsibilities. Such diversity is shown from the expertise, experience, age, gender and educational background. Through diversity, the Board of Commissioners and the Board of

Keberagaman Komposisi Dewan Komisaris dan Direksi

Diversity Composition of the Board of Commissioners and Board of Directors

Direksi diharapkan dapat memberikan kontribusi maupun manfaat yang signifikan bagi Perseroan. Berikut adalah tabel yang menunjukkan keberagaman komposisi Dewan Komisaris dan Direksi Perseroan.

Directors are expected to be able to provide significant contribution and benefit to the Company. Following are details that show diversity in the composition of the Board of Commissioners and the Board of Directors.

Keberagaman Dewan Komisaris

Diversity of the Board of Commissioners

No.	Nama Name	Jabatan Position	Usia Age	Jenis kelamin Gender	Pendidikan Education	Pengalaman Experience
1	Franciscus M.A. Sibarani	Komisaris Utama President Commissioner	56	Laki-laki Male	Sarjana Teknologi Pertanian Institut Pertanian Bogor Bachelor's degree in Agricultural Technology from Institut Pertanian Bogor	- Komisaris Utama PT Taspen (Persero) (2017-2020) President Commissioner of PT Taspen (Persero) (2017-2020) - Kepala Badan Koordinasi Penanaman Modal (2014-2016) Head of the Investment Coordinating Board/BKPM (2014-2016) - Chief Corporate Affairs di PT Garudafood Putra Putri Jaya Tbk (2004-2014) Chief of Corporate Affairs of PT Garudafood Putra Putri Jaya Tbk (2004-2014) - General Manager di PT Bumi Mekar Tani (Garudafood Group) (2002-2004) General Manager at PT Bumi Mekar Tani (Garudafood Group) (2002-2004) - Direktur PT Bedugul (Inter Sarana Globalindo Group) (1999-2002) Director at PT Bedugul (Inter Sarana Globalindo Group) (1999-2002) - Senior Manager di PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989-1999) Senior Manager at PT Astra Agro Niaga (PT Astra Agro Lestari Tbk) (1989-1999)
2	Oke Nurwan	Komisaris Commissioner	59	Laki-laki Male	Sarjana Metrology Quality Universitas Estimo Doual, Perancis Bachelor's degree in Metrology Quality of Universitas Estimo Doual, France	- Kepala Badan Pengkajian dan Pengembangan Perdagangan (2020 - Mei 2021) Head of Trade Analysis and Development Board (2020-May 2021) - Sekretaris Jenderal Kementerian Perdagangan (2019 - 2020) Secretary General of the Ministry of Trade (2019-2020) - Direktur Jenderal Perdagangan Luar Negeri (2017-2019) Director General of Foreign Trade (2017-2019) - Direktur Jenderal Perdagangan Dalam Negeri (2016-2017) Director General of Domestic Trade (2016-2017) - Sekretaris Direktorat Jenderal Perdagangan Luar Negeri (2016) Secretary to the Directorate General of Foreign Trade (2016) - Direktur Pengamanan Perdagangan (2014-2016) Director of Trade Security (2014-2016) - Direktur Ekspor Produk Pertanian dan Kehutanan (2014) Director of Export of Agricultural and Forestry Products (2014) - Direktur Pengamanan Perdagangan (2013-2014) Director of Trade Security (2013-2014) - Atase Perdagangan Paris (2011-2013) Trade Attache in Paris (2011-2013) - Atase Perdagangan Brussels (2008-2011) Trade Attache in Brussels (2008-2011)



No.	Nama Name	Jabatan Position	Usia Age	Jenis kelamin Gender	Pendidikan Education	Pengalaman Experience
3	Darusman Mawardi	Komisaris Independen Independent Commissioner	73	Laki-laki Male	Sarjana Teknik Mesin Institut Teknologi Bandung Bachelor's degree in Mechanical Engineering from Institut Teknologi Bandung	- Direktur Penelitian dan Pengembangan PT Semen Tonasa (2002-2005) Director of Research and Development at PT Semen Tonasa (2002-2005) - Direktur Komersial PT Semen Tonasa (2002) Director of Commerce at PT Semen Tonasa (2002) - Komisaris PT Semen Baturaja (Persero) Tbk (2002) Commissioner at PT Semen Baturaja (Persero) Tbk (2002) - Direktur Teknik PT Semen Baturaja (Persero) Tbk (1986-2002) Director of Engineering at PT Semen Baturaja (Persero) Tbk (1986-2002) - Kepala Departemen Litbang PT Semen Padang (1984-1986) Head of the Research and Development Department at PT Semen Padang (1984-1986) - Kepala Proyek Indarung IIIB PT Semen Padang (1983-1986) Head of the Indarung IIIB Project at PT Semen Padang (1983-1986)
4	Chowadja Sanova	Komisaris Independen Independent Commissioner	37	Laki-laki Male	- Magister Manajemen dari Robert Gordon University, Aberdeen, Inggris Master's degree in management from Robert Gordon University, Aberdeen, England - Sarjana Banking and Finance dari Universitas Victoria Melbourne, Australia Bachelor's degree in Banking and Finance from University of Victoria, Melbourne, Australia	- Director of Operations PT Sanjaya Cipta Sejahtera (2019-2021) Director of Operations of PT Sanjaya Cipta Sejahtera (2019-2021) - Director of Operations PT Sanjaya Energi Asri (2015-2018) Director of Operations of PT Sanjaya Energi Asri (2015-2018) - Budget and Cost Control PT Indo Gas Methan (2013-2015) Budget and Cost Control of PT Indo Gas Methan (2013-2015) - Budget and Cost Control SOEL/SMEC MEO Australia Internasional Ltd (2012-2013) Budget and Cost Control of SOEL/SMEC MEO Australia International Ltd (2012-2013) - Planning Analyst BTPO/CPO, Mobil Cepu Ltd, Exxon Mobil Indonesia (2009-2011) Planning Analyst of BTPO/CPO, Mobil Cepu Ltd. Exxon Mobil Indonesia (2009-2011) - Finansial Analyst USB GREF (Global Real Estate Facilities), ExxonMobil Indonesia (2009-2011) Financial Analyst of USB GREF (Global Real Estate Facilities), Exxon Mobil Indonesia (2009-2011)
5	Endang Tirtana*	Komisaris Independen Independent Commissioner	40	Laki-laki Male	- Magister Ilmu Administrasi dari Universitas Krisnadwipayana Master degree in Administration of Universitas Krisnadwipayana - Sarjana Aqidah Filsafat Institut Agama Islam Negeri Padang (IAIN) / Bachelor's degree in Aqidah Philosophy from Padang State Institut Agama Islam (IAIN)	Pimpinan Pusat Muhammadiyah, Lembaga Hikmah dan Kebijakan Publik (2010-2015) Central Management of Muhammadiyah, Institute of Wisdom and Public Policy (2010-2015)

* menjabat hingga 29 Desember 2021 | serving until December 29, 2021

Keberagaman Komposisi Dewan Komisaris dan Direksi

Diversity Composition of the Board of Commissioners and Board of Directors

Keberagaman Direksi

Diversity of the Board of Directors

No.	Nama Name	Jabatan Position	Usia Age	Jenis kelamin Gender	Pendidikan Education	Pengalaman Experience
1	Jobi Triananda Hasjim	Direktur Utama President Director	57	Laki-laki Male	- Master Mechanics of Material University of Strathclyde Skotlandia - Master's degree in Mechanics of Material from University of Strathclyde Skotlandia - Sarjana Teknik Mesin Universitas Trisakti - Bachelor's degree in Engineering from Universitas Trisakti	- Direktur Utama PT Perusahaan Gas Negara (2017-2018) - President Director of PT Perusahaan Gas Negara (2017-2018) - Direktur Utama PT Rekayasa Industri (2016-2017) - President Director of PT Rekayasa Industri (2016-2017) - Direktur Pengusahaan PT Perusahaan Gas Negara (2012-2016) - Director of Commercialization of PT Perusahaan Gas Negara (2012-2016) - Direktur Teknologi & Pengembangan PT Perusahaan Gas Negara (PGN) (2011-2012) - Director of Technology & Development of PT Perusahaan Gas Negara (2011-2012)
2	Mukhamad Saifudin	Direktur Pemasaran Director of Marketing	51	Laki-laki Male	- Magister Manajemen Universitas Gadjah Mada - Master's degree in Management of Universitas Gadjah Mada - Sarjana Teknik Mesin Institut Teknologi Bandung - Bachelor's degree in Mechanical Engineering of Institut Teknologi Bandung	- Direktur Utama PT Semen Gresik (2018-2020) - President Director of PT Semen Gresik (2018-2020) - Direktur Komersial PT Semen Gresik (2015-2018) - Director of Commerce of PT Semen Gresik (2015-2018) - CEO Thang Long Cement Company (TLCC) Vietnam (2014-2015) - CEO Thang Long Cement Company (TLCC) Vietnam (2014-2015) - Production Director TLCC (2013) - Production Director of TLCC (2013) - General Manager of Central Design and Engineering, General Manager of Procurement, Logistics and Warehouse – New Plant Project Tuban IV (2010-2012) - General Manager of Central Design and Engineering, General Manager of Procurement, Logistics and Warehouse – New Plant Project Tuban IV (2010-2012) - Ahli Utama - II Direktorat Keuangan "Project Manager Pengembangan Semen Gresik Group ICT Master Plan" (2008-2010) - Main Expert – II Finance Directorate "Project Manager of Development of Semen Gresik Group ICT Master Plan" (2008-2010) - Kepala Divisi Sistem Informasi "Project Manager Pengembangan Semen Gresik Group ICT Master Plan" (2006-2008) - Head of Information Division "Project Manager of Development of Semen Gresik Group ICT Master Plan" (2006-2008) - Pjs Kepala Bagian Perencanaan Teknik "Productive Maintenance (TPM) Master Plan" Semen Gresik Group (2003-2006) - Officer Ad-Interim as Head of Technical Planning Section "Productive Maintenance (TPM) Master Plan" of Semen Gresik Group (2003-2006)
3	Daconi	Direktur Produksi dan Pengembangan Director of Production and Development	49	Laki-laki Male	- Magister Manajemen Universitas Andalas - Master's degree in Management from Universitas Andalas - Sarjana Teknik Kimia Universitas Gadjah Mada - Bachelor's degree in Chemical Engineering from Universitas Gadjah mada	- Komisaris PT Baturaja Multi Usaha (2019-2020) - Commissioner of PT Baturaja Multi Usaha (2019-2020) - Direktur Utama Klub Sepak Bola PT Kabau Sirah SP (2014-2017) - President Director of PT Kabau Sirah SP Football Club (2014-2017) - General Manager Produksi V PT Semen Padang (Persero) (2016- 2017) - GM Production V of PT Semen Padang (Persero) (2016-2017) - General Manager Produksi IV PT Semen Padang (Persero) (2015-2016) - General Manager Production IV of PT Semen Padang (Persero) (2015-2016) - General Manager Produksi II/III PT Semen Padang (Persero) (2013-2014) - General Manager of Production II/III of PT Semen Padang (Persero) (2013-2014) - Kepala Biro Humas PT Semen Padang (Persero) (2009-2012) - Head of Public Relations Bureau of PT Semen Padang (Persero) (2009-2012) - Kepala Biro Produksi II/III PT Semen Padang (Persero) (2006-2009) - Head of Production II/III Bureau of PT Semen Padang (Persero) (2006-2009)



No.	Nama Name	Jabatan Position	Usia Age	Jenis kelamin Gender	Pendidikan Education	Pengalaman Experience
4	M. Jamil	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	55	Laki-laki Male	- Magister Manajemen Universitas Sriwijaya Master's degree in Management from Universitas Sriwijaya - Sarjana Ekonomi Akuntansi Universitas Sriwijaya Bachelor's degree in Economic Accounting from Universitas Sriwijaya	- Direktur Pemasaran PT Semen Baturaja (Persero) Tbk (2017-2019) Director of Marketing of PT Semen Baturaja (Persero) Tbk (2017-2019) - Komisaris PT Bukit Pembangkit Innovative (2016-2017) Commissioner at PT Bukit Pembangkit Innovative (2016-2017) - Adviser PT Asmin Bara Bronang (2016-2017) Advisor at PT Asmin Bara Bronang (2016-2017) - Direktur Niaga PT Bukit Asam (Persero) Tbk (2011-2016) Director of Commerce of PT Bukit Asam (Persero) Tbk (2011-2016) - Komisaris Utama PT Bukit Asam Prima (2008-2016) President Commissioner of PT Bukit Asam Prima (2008-2016) - Komisaris PT Bukit Asam Banko (2008) Commissioner at PT Bukit Asam Banko (2008) - Komisaris Utama PT Bukit Batu Karya Bersama (2005-2007) President Commissioner of PT Bukit Batu Karya Bersama (2005-2007) - Senior Manajer Logistik PT Bukit Asam (Persero) Tbk (2009-2011) Senior Manager of Logistics at PT Bukit Asam (Persero) Tbk (2009-2011) - Senior Manajer Akuntansi dan Anggaran PT Bukit Asam (Persero) Tbk (2007-2009) Manager of Financial Planning and Control at PT Bukit Asam (Persero) Tbk (2007-2009) - Manajer Perencanaan dan Kendali Keuangan PT Bukit Asam (Persero) Tbk (2002-2007) Manager of Financial Planning and Control at PT Bukit Asam (Persero) Tbk (2002-2007) - Kepala Akuntansi Manajemen PT Bukit Asam (Persero) Tbk (1999-2002) Head of Management Accounting at PT Bukit Asam (Persero) Tbk (1999-2002) - Kepala Akuntansi Biaya PT Bukit Asam (Persero) Tbk (1997-1999) Head of Cost Accounting at PT Bukit Asam (Persero) Tbk (1997-1999) - Tim Rencana Strategis PT Bukit Asam (Persero) Tbk (1994-1997) Strategic Planning Team at PT Bukit Asam (Persero) Tbk (1994-1997) - Kepala Bagian Akuntansi Keuangan (1992-1994) Head of Financial Accounting (1992-1994)
5	Amrullah	Direktur Umum & SDM Director of General Affairs & HR	49	Laki-laki Male	- Magister Manajemen Universitas Sriwijaya Master's degree in Management of Universitas Sriwijaya - Sarjana Hukum Perdata Universitas Sriwijaya Bachelor's degree in Civil Law from the University of Sriwijaya	- Kepala Departemen SDM & Umum PT Semen Baturaja (Persero) Tbk merangkap Tim Persiapan Proyek Pembangunan BTA II (2013-2017) Head of the HR & General Affairs Department of PT Semen Baturaja (Persero) Tbk concurrently in BTA II Development Project Preparation Team (2013-2017) - Kepala Biro Hukum dan GCG PT Semen Baturaja (Persero) Tbk merangkap Tim Persiapan Proyek BTA II (2013) Head of Legal and GCG Bureau of PT Semen Baturaja (Persero) Tbk concurrently in BTA II Project Team (2013) - Kepala Biro SDM PT Semen Baturaja (Persero) Tbk merangkap Biro Hukum & GCG (2012-2013) Head of HR Bureau of PT Semen Baturaja (Persero) Tbk concurrently in Legal & GCG Bureau (2012-2013) - Kepala Biro SDM & Afiliasi PT Semen Baturaja (Persero) Tbk (2007-2012) Head of HR & Affiliation Bureau of PT Semen Baturaja (Persero) Tbk (2007-2012)

Keberagaman Komposisi Dewan Komisaris dan Direksi

Diversity Composition of the Board of Commissioners and Board of Directors

Kebijakan Pengungkapan Informasi Kepemilikan Saham Dewan Komisaris Dan Direksi

Kebijakan Kepemilikan Saham Dewan Komisaris

Merujuk pada ketentuan Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 yang mewajibkan Dewan Komisaris dan Direksi untuk melaporkan kepemilikan sahamnya pada BUMN bersangkutan dan perusahaan lain termasuk setiap perubahannya serta berdasarkan Peraturan OJK Nomor: 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka.

Kemudian, memperhatikan ketentuan dalam *Board Manual* serta Piagam Direksi yang memuat mengenai kebijakan pelaporan perubahan kepemilikan saham dilaporkan pada Perseroan paling lambat 3 (tiga) hari kerja setelah transaksi dilakukan dan selanjutnya dilaporkan kepada Otoritas Jasa Keuangan dan melalui situs Bursa Efek Indonesia.

Realisasi Tahun Buku

Seluruh anggota Dewan Komisaris dan Direksi telah melaporkan daftar khusus yang memuat kepemilikan sahamnya atas saham baik pada Perseroan maupun perusahaan lainnya.

Dewan Komisaris

Selama tahun 2021, Dewan Komisaris mengungkapkan tidak memiliki saham Perseroan maupun perusahaan lainnya. Hal tersebut diperkuat dengan pernyataan Dewan Komisaris yang tertuang dalam Daftar Khusus Kepemilikan Saham Direksi yang telah dipublikasikan di situs Perseroan.

Direksi

Direksi telah mengungkapkan kepemilikan sahamnya atas Perseroan pada tahun 2021 yang dituangkan dalam Daftar Khusus Kepemilikan Saham. Daftar Kepemilikan Saham Direksi dapat dilihat pada tabel berikut:

Nama Name	Jabatan Position	Jumlah Saham Total Shares
Jobi Triananda Hasjim	Direktur Utama President Director	-
Daconi	Direktur Produksi dan Pengembangan Director of Production and Development	12.500
M. Jamil	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	-
Amrullah	Direktur Umum dan SDM Director of General Affairs and HR	114.500
Mukhamad Saifudin	Direktur Pemasaran Director of Marketing	-

Berdasarkan laporan bulanan Biro Administrasi Efek, PT Datindo Entrycom selaku perusahaan yang bertugas untuk melaksanakan pencatatan pemilik efek, selama tahun 2021 tidak terdapat perubahan kepemilikan saham Perseroan yang dimiliki Direksi.

Policy on Information Disclosure of Shares Ownership of the Board of Commissioners and the Board of Directors

Policy on Shares Ownership of the Board of Commissioners

Referring to the provisions of Regulation of the Minister of BUMN No. PER-01/MBU/2011 it is required that the Board of Commissioners and the Board of Directors to report their shares ownership in concerned BUMN and other companies including each amendment thereof. Also based on OJK Regulation No. 11/POJK.04/2017 on Reporting the Ownership Or Each Amendment of Ownership of Shares in Public Companies.

Subsequently, considering the provisions in the board Manual as well as the Charter of the board of Directors which contain policy on reporting the change in shares ownership is to be reported at the latest within 3 (three) working days following the transaction and subsequently reported to the Financial Services Authority and through the website of the Indonesia Stock Exchange.

Realization in Fiscal Year

All members of the Board of Commissioners and the Board of Directors have reported a special list that contains shares ownership of Company shares as well as other companies.

Board of Commissioners

During the year 2021, the Board of Commissioners has reported they did not own any share of the Company as well as other companies. This was endorsed by the statement of the Board of Commissioners as contained in the Special List of Shares Ownership of the Board of Directors published in the Company website.

Board of Directors

The Board of Directors has reported their ownership of share of the Company in the year 2021 as contained in the Special List of Shares Ownership. The List of Shares Ownership of the Board of Directors is shown in the table below:

Based on monthly report of the Securities Administration Bureau, PT Datindo Entrycom as the company in charge of recording owners of securities, throughout the year 2021 there was no change in the Company's shares ownership of the Board of Directors.



Pelaksanaan Rapat Dewan Komisaris dan Direksi

Meetings of the Board of Commissioners and the Board of Directors

Rapat Dewan Komisaris

Perseroan mengatur pelaksanaan rapat Dewan Komisaris yang mencakup:

Kebijakan

- Dewan Komisaris wajib mengadakan rapat paling kurang 1 (satu) kali dalam 2 (dua) bulan.
- Dewan Komisaris wajib mengadakan rapat bersama Direksi secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan.
- Dewan Komisaris harus menjadwalkan Rapat sebagaimana dimaksud pada huruf a dan huruf b, untuk tahun berikutnya sebelum berakhirnya tahun buku.
- Rapat diselenggarakan di Ruang Rapat Direksi di Kantor Pusat PT Semen Baturaja (Persero) Tbk, Jl. Abikusno Cokrosuyoso Kertapati Palembang dan/ atau di unit-unit Pabrik Baturaja, Pabrik Panjang dan/atau Kantor Perwakilan Jakarta dan/atau tempat-tempat yang dapat digunakan untuk Rapat di seluruh wilayah Negara Kesatuan Republik Indonesia.
- Pelaksanaan rapat diawali dengan evaluasi tindak lanjut hasil rapat sebelumnya termasuk pembahasan atau telaah atas usulan Direksi dan arahan/keputusan Dewan Komisaris dan RUPS terkait dengan usulan Direksi dan hal lainnya dari hasil rapat sebelumnya.

Pemanggilan Rapat

- Pemanggilan Rapat Dewan Komisaris harus dilakukan oleh Komisaris Utama dan dalam hal Komisaris Utama berhalangan, hal mana tidak perlu dibuktikan kepada pihak manapun, pemanggilan rapat dilakukan oleh Wakil Komisaris Utama. Dalam hal Wakil Komisaris Utama berhalangan karena sebab apapun, hal mana tidak perlu dibuktikan kepada pihak manapun, maka pemanggilan rapat dilakukan oleh salah seorang anggota Dewan Komisaris.
- Pemanggilan Rapat Dewan Komisaris harus dilakukan secara tertulis dan disampaikan atau diserahkan langsung kepada setiap anggota Dewan Komisaris dengan tanda terima yang memadai, atau dengan pos tercatat atau dengan jasa kurir atau dengan *telex*, faksimile atau surat elektronik (*e-mail*) paling lambat 5 (lima) hari sebelum rapat diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal rapat, atau dalam waktu yang lebih singkat jika dalam keadaan mendesak.

Meetings of the Board of Commissioner

The Company regulates the implementation of meetings of the Board of Commissioners which covers the following:

Policy

- The Board of Commissioners is obligated to hold meetings at least 1 (one) time within 2 (two) months.
- The Board of Commissioners must hold meetings with the Board of Directors on a regular basis, at least 1 (one) time within 4 (four) months
- The Board of Commissioners must schedule the meetings as referred to in point a and b, for the following year before the end of the fiscal year.
- The meetings shall be held in the Board of Directors Meeting Room at the Head Office of PT Semen Baturaja (Persero) Tbk, Jl. Abikusno Cokrosuyoso Kertapati Palembang and/or in units of the Baturaja Factory, Panjang Factory and/or Jakarta Representative Office and/or places that can be used for meetings throughout the territory of the State of the Republic of Indonesia.
- The meeting shall begin with follow-up evaluation of the results of the previous meeting including discussion or review of the Board of Directors' proposal and the direction/decision of the Board of Commissioners and the GMS related to the proposal of the Board of Directors and other matters from the results of the previous meeting.

Summon to the Meeting

- Summon to the Board of Commissioners meeting must be made by the President Commissioner, and in the event that the President Commissioner is absent, which does not need to be proven to any party, the summon for the meeting shall be made by the Deputy President Commissioner. In the event that the Deputy President Commissioner is absent due to any reason, which does not need to be proven to any party, the summon for the meeting shall be made by a member of the Board of Commissioners.
- Summon to the Board of Commissioners meeting must be made in writing and submitted directly to each member of the Board of Commissioners with a proper receipt, or by registered mail or by courier service or by telex, facsimile or electronic mail (*e-mail*) no later than 5 (five) days before the meeting is held, excluding the date of the invitation and the date of the meeting, or in a shorter time if in an urgent situation.

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- c. Pemanggilan seperti sebagaimana dimaksud pada huruf b tidak diperlukan untuk rapat-rapat yang telah dijadwalkan berdasarkan keputusan Rapat Dewan Komisaris yang diadakan sebelumnya.
- d. Undangan Rapat Dewan Komisaris harus mencantumkan informasi terkait agenda acara, tanggal, waktu dan tempat berlangsungnya rapat secara jelas.
- e. Anggota Dewan Komisaris dapat menunjuk anggota Dewan Komisaris lainnya dalam bentuk kuasa secara tertulis untuk menjadi wakilnya yang sah dalam hal anggota Dewan Komisaris yang dimaksud berhalangan hadir dalam Rapat Dewan Komisaris.
- c. Summon as referred to in point b is not required for meetings which are scheduled based on the decision of the previous Board of Commissioners meeting.
- d. Invitation to the Board of Commissioners meeting must clearly state the information related to the agenda, date, time and place of the meeting.
- e. Members of the Board of Commissioners may appoint other members of the Board of Commissioners in the form of power of attorney in writing to be their legal representatives in the event that the said member of the Board of Commissioners is unable to attend the meeting of the Board of Commissioners.

Pimpinan Rapat

- a. Semua Rapat Dewan Komisaris dipimpin oleh Komisaris Utama.
- b. Dalam hal Komisaris Utama tidak hadir atau berhalangan, maka Wakil Komisaris Utama yang memimpin rapat Dewan Komisaris, atau Anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama yang memimpin rapat Dewan Komisaris apabila pada saat yang bersamaan Wakil Komisaris Utama tidak hadir atau berhalangan, atau Anggota Dewan Komisaris yang ditunjuk oleh Wakil Komisaris Utama yang memimpin rapat Dewan Komisaris apabila pada saat yang bersamaan Komisaris Utama tidak hadir atau berhalangan dan tidak melakukan penunjukan.
- c. Apabila RUPS tidak mengangkat Wakil Komisaris Utama, maka dalam hal Komisaris Utama tidak hadir atau berhalangan, maka Rapat Dewan Komisaris dipimpin oleh seorang anggota Dewan Komisaris lainnya yang ditunjuk oleh Komisaris Utama.
- d. Dalam hal Komisaris Utama tidak melakukan penunjukan, maka anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris bertindak sebagai pimpinan rapat Dewan Komisaris. Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri dan/atau diwakili oleh lebih dari 1/2 (satu per dua) jumlah anggota Dewan Komisaris.
- e. Dalam hal anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris lebih dari satu orang, maka anggota Dewan Komisaris sebagaimana dimaksud pada huruf d di atas maka yang tertua dalam usia bertindak sebagai pimpinan rapat.
- a. All Board of Commissioners meetings are chaired by the President Commissioner.
- b. In the event that the President Commissioner is absent or unable to attend, the Vice President Commissioner who chairs the meeting of the Board of Commissioners, or a Member of the Board of Commissioners appointed by the President Commissioner who chairs the meeting of the Board of Commissioners if at the same time the Deputy President Commissioner is absent or unavailable, or a Member of the Board of Commissioners appointed by the Vice President Commissioner who chairs the meeting of the Board of Commissioners if at the same time the President Commissioner is unable to attend and therefore does not make the appointment.
- c. If the GMS does not appoint a Deputy President Commissioner, then in the event that the President Commissioner cannot attend or unavailable, the Board of Commissioners meeting will be chaired by another member of the Board of Commissioners who is appointed by the President Commissioner.
- d. In the event that the President Commissioner does not make an appointment, then the member of the Board of Commissioners who has served as member of the Board of Commissioners for the longest time will act as chairman of the meeting of the Board of Commissioners. Meetings of the Board of Commissioners are valid and have the right to make binding decisions if they are attended and/or represented by more than 1/2 (one half) of the members of the Board of Commissioners.
- e. In the event that more than one member of the Board of Commissioners has served as a member of the Board of Commissioners, then the member of the Board of Commissioners as referred to in point d above, the oldest in age will act as chairman of the meeting.

Chairman of the Meeting



Pengambilan Keputusan

- a. Semua keputusan Dewan Komisaris diambil dalam rapat Dewan Komisaris.
- b. Keputusan Rapat Dewan Komisaris harus diambil berdasarkan musyawarah untuk mufakat. Jika keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, maka keputusan harus diambil dengan pemungutan suara berdasarkan suara setuju lebih dari 1/2 (satu per dua) bagian dari jumlah suara yang sah yang dikeluarkan dalam rapat yang bersangkutan.
- c. Dalam hal terdapat lebih dari satu usulan, maka dilakukan pemilihan ulang sehingga salah satu usulan memperoleh suara lebih dari 1/2 (satu per dua) bagian dari jumlah suara yang dikeluarkan.
- d. Dalam Rapat Dewan Komisaris, setiap anggota Dewan Komisaris berhak mengeluarkan 1 (satu) suara dan tambahan 1 (satu) suara untuk setiap anggota Dewan Komisaris lain yang diwakilinya dengan sah dalam rapat tersebut.
- e. Dewan Komisaris dapat juga mengambil keputusan yang sah tanpa mengadakan Rapat Dewan Komisaris dengan ketentuan semua anggota Dewan Komisaris telah diberitahu secara tertulis dan semua anggota Dewan Komisaris memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut.
- f. Keputusan yang diambil dengan cara sebagaimana dimaksud pada huruf e di atas mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam Rapat Dewan Komisaris.
- g. Dalam hal anggota Dewan Komisaris tidak dapat menghadiri rapat secara fisik, maka anggota Dewan Komisaris dapat menghadiri rapat dengan melalui media telekonferensi, video konferensi, atau sarana media elektronik lainnya sesuai dengan ketentuan yang berlaku.
- h. Setiap anggota Dewan Komisaris yang secara pribadi dengan cara apapun, baik secara langsung maupun secara tidak langsung, mempunyai kepentingan dalam suatu transaksi, kontrak atau kontrak yang diusulkan dalam mana Perseroan menjadi salah satu pihaknya, harus dinyatakan sifat kepentingannya dalam suatu Rapat Dewan Komisaris dan tidak berhak untuk ikut dalam pengambilan suara mengenai hal-hal yang berhubungan dengan transaksi atau kontrak tersebut.

Risalah Rapat

- a. Hasil Rapat wajib dituangkan dalam Risalah Rapat. Risalah Rapat harus dibuat oleh seorang yang hadir dalam rapat yang ditunjuk oleh Ketua Rapat serta kemudian ditandatangani oleh seluruh anggota Dewan Komisaris yang hadir dan disampaikan kepada seluruh anggota Dewan Komisaris.

Decision Making

- a. All decisions of the Board of Commissioners are taken in the meeting of the Board of Commissioners.
- b. Decisions of the Board of Commissioners Meeting must be made based on deliberation to reach consensus. If a decision based on deliberation to reach a consensus is not reached, then the decision must be made by voting based on votes in favor of more than 1/2 (one half) of the number of valid votes cast in the meeting concerned.
- c. In the event that there is more than one proposal, voting shall be conducted so that one of the proposals receives more than ½ (one half) of the total votes cast.
- d. In the Board of Commissioners Meeting, each member of the Board of Commissioners has the right to cast 1 (one) vote and an additional 1 (one) vote for each other member of the Board of Commissioners who is legally represented at the meeting.
- e. The Board of Commissioners can also make valid decisions without holding a meeting of the Board of Commissioners provided that all members of the Board of Commissioners have been notified in writing and all members of the Board of Commissioners have approved the proposal submitted in writing and signed the agreement.
- f. Decisions made in the manner referred to in letter e above have the same power as decisions taken legally at a meeting of the Board of Commissioners.
- g. In the event that a member of the Board of Commissioners is unable to attend the meeting in person, then the member of the Board of Commissioners may attend the meeting by means of teleconferencing, video conferencing, or other means of electronic media according to applicable regulations.
- h. Every member of the Board of Commissioners who personally in any way, either directly or indirectly, has an interest in a transaction, contract or contract proposed in which the Company is a party, must state the nature of his interest at a Board of Commissioners Meeting and have no right to participate in voting on matters relating to the transaction or contract.

Minutes of Meeting

- a. Results of the Meeting shall be stated in the Minutes of Meeting. Minutes of Meeting must be prepared by a person present at the meeting who is appointed by the Chairman of the Meeting, then signed by all members of the Board of Commissioners who are present and submitted to all members of the Board of Commissioners.

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- b. Hasil Rapat wajib dituangkan dalam Risalah Rapat. Risalah Rapat harus dibuat oleh seorang yang hadir dalam rapat yang ditunjuk oleh Ketua Rapat serta kemudian ditandatangani oleh seluruh anggota Dewan Komisaris dan anggota Direksi yang hadir dan disampaikan kepada seluruh anggota Dewan Komisaris dan anggota Direksi.
 - c. Dalam hal terdapat anggota Dewan Komisaris dan/atau anggota Direksi yang tidak menandatangani hasil rapat sebagaimana dimaksud pada huruf a, yang bersangkutan wajib menyebutkan alasannya secara tertulis dalam surat tersendiri yang dilekatkan pada risalah rapat.
 - d. Risalah rapat sebagaimana dimaksud pada huruf a dan huruf b wajib didokumentasikan oleh Perseroan.
 - e. Risalah Rapat harus menggambarkan jalannya rapat. Hal ini penting untuk dapat melihat proses pengambilan keputusan dan sekaligus dapat menjadi dokumen hukum untuk menentukan akuntabilitas dari hasil suatu keputusan rapat. Untuk itu Risalah Rapat setidaknya harus mencantumkan:
 - 1. Tempat, tanggal dan waktu rapat diadakan.
 - 2. Agenda yang dibahas.
 - 3. Daftar hadir yang ditandatangani oleh setiap peserta rapat.
 - 4. Lamanya rapat berlangsung.
 - 5. Pelaksanaan evaluasi tindak lanjut hasil rapat sebelumnya (jika ada).
 - 6. Berbagai pendapat yang terdapat dalam rapat dan siapa yang mengemukakannya.
 - 7. Proses pengambilan keputusan.
 - 8. Keputusan yang diambil.
 - 9. Pernyataan perbedaan pendapat terhadap keputusan rapat apabila tidak terjadi kebulatan pendapat (*dissenting opinion*).
 - 10. Tanda tangan pengesahan risalah rapat.
 - f. Risalah Rapat Dewan Komisaris merupakan bukti yang sah untuk para anggota Dewan Komisaris dan untuk pihak ketiga mengenai keputusan yang diambil dalam rapat yang bersangkutan.
 - g. Risalah rapat harus sudah diterima oleh anggota Dewan Komisaris selambat-lambatnya 5 (lima) hari kerja setelah Rapat Dewan Komisaris dilaksanakan.
 - h. Bila dalam waktu 14 (empat belas) hari sejak tanggal pengiriman risalah, tidak ada keberatan atau usul perbaikan atas risalah tersebut, maka risalah tersebut dinyatakan dapat diterima sebagai hasil rapat yang sah dan mengikat.
 - i. Hasil keputusan rapat yang ditujukan kepada Direksi dikomunikasikan paling lambat 7 (tujuh) hari sejak Risalah Rapat ditandatangani.
- b. Results of the Meeting shall be stated in the Minutes of Meeting. Minutes of Meeting must be prepared by a person present at the meeting who is appointed by the Chairman of the Meeting, then signed by all members of the Board of Commissioners and Board of Directors who are present and submitted to all members of the Board of Commissioners and Board of Directors.
 - c. In the event that a member of the Board of Commissioners and/or a member of the Board of Directors does not sign the results of the meeting as referred to in letter a, the person concerned must state the reasons in writing in a separate letter attached to the minutes of the meeting.
 - d. Minutes of meeting as referred to in letter a and letter b must be documented by the Company.
 - e. The Minutes of Meeting should describe the course of the meeting. This is important to be able to see the decision-making process and at the same time it can become a legal document to determine the accountability of the results of a meeting decision. For this reason, the Minutes of Meeting must at least state:
 - 1. Place, date and time of the meeting.
 - 2. Agenda discussed.
 - 3. Attendance list signed by each meeting participant.
 - 4. The length of time the meeting lasts.
 - 5. Follow-up evaluation on the results of previous meetings (if any).
 - 6. Various opinions contained in the meeting and who expressed them.
 - 7. Decision making process.
 - 8. Decisions taken.
 - 9. Statement of dissenting opinion on meeting decisions if there is no dissenting opinion.
 - 10. Signature of ratification of the minutes of meeting.
 - f. The Minutes of Meeting of the Board of Commissioners are valid evidence for members of the Board of Commissioners and for third parties regarding the decisions taken at the concerned meeting.
 - g. The minutes of meeting must be received by the members of the Board of Commissioners no later than 5 (five) working days after the meeting of the Board of Commissioners is held.
 - h. If within 14 (fourteen) days from the date of delivery of the minutes, there are no objections or suggestions for corrections to the minutes, then the minutes are declared acceptable as a result of the meeting which is valid and binding.
 - i. Meeting results addressed to the Board of Directors are communicated no later than 7 (seven) days after the Minutes of Meeting are signed.



Agenda Rapat Internal Dewan Komisaris

Secara berkala, Dewan Komisaris melaksanakan rapat dengan seluruh anggota Dewan Komisaris untuk memantau jalannya pengelolaan Perseroan. Sepanjang tahun 2021, Dewan Komisaris telah mengadakan 14 kali rapat internal.

Agenda Rapat yang dibahas di dalam Rapat Internal Dewan Komisaris di antaranya:

Internal Meeting Agenda of the Board of Commissioners

Periodically the Board of Commissioners hold meeting with all members of Board of commissioners to monitor the ongoing management of the Company. Throughout the year 2021, the Board of Commissioners held 14 internal meetings.

The meeting agenda discussed in the Internal Meeting of the Board of Commissioners, among others, are as follows:

No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
1	19 Januari 2021 19 January 2021	08:00	Zoom Meeting	Paparan revidi Kinerja Bulan Desember dan s.d Desember 2020 oleh Komite Audit dan Komite Manajemen Risiko Presentation of the December and until December 2020 Performance review by Audit Committee and Risk Management Committee	1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana
2	25 Februari 2021 25 February 2021	16:00	Zoom Meeting	Pembahasan Updating Talent Pool PT Semen Baturaja (Persero), Tbk Discussion on Updating of Talent Pool of PT Semen Baturaja (Persero), Tbk	1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana
3	12 Maret 2021 12 March 2021	09:00	Zoom Meeting	Paparan oleh Komite Audit dan Komite Manajemen Risiko perihal: 1. Revidi Kinerja Bulan Februari dan s.d Februari 2021 2. Revidi usulan KPI Direksi secara individual untuk tahun buku 2020 dan 2021 Presentation by the Audit Committee and Risk Management Committee regarding: 1. Performance Review for February and until February 2021 2. Review the Board of Directors' KPI proposals individually for the financial years 2020 and 2021	1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana
4	13 April 2021 13 April 2021	09:00	Zoom Meeting	Paparan Revidi Kinerja Bulan Maret dan s.d Maret 2021 oleh Komite Audit dan Komite Manajemen Risiko March and until March 2021 Performance Review by the Audit Committee and the Risk Management Committee	1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana
5	18 Mei 2021 18 May 2021	08:30	Zoom Meeting	Paparan oleh Komite Audit dan Komite Manajemen Risiko: 1. Revidi Kinerja Perusahaan Bulan April dan s.d April 2021 2. Revidi Update Kinerja Perusahaan s.d 15 Mei 2021 Presentation by the Audit Committee and Risk Management Committee: 1. Company Performance Review for April and until April 2021 2. Company Performance Update Review up to 15 May 2021.	1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana
6	18 Mei 2021 18 May 2021	09:15	Zoom Meeting	Persiapan RUPS Tahunan Tahun Buku 2020 Preparation for the Annual GMS for Fiscal Year 2020	1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana

Pelaksanaan Rapat Dewan Komisaris dan Direksi

Meetings of the Board of Commissioners and the Board of Directors

No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
7	17 Juni 2021 17 June 2021	08:30	Zoom Meeting	Paparan oleh Komite Audit dan Komite Manajemen Risiko perihal: 1. Reviu Kinerja Perusahaan Bulan Mei dan s.d Mei 2021 dan Kinerja Perusahaan s.d 15 Juni 2021 2. Pembagian Tugas Dewan Komisaris Presentation by the Audit Committee and Risk Management Committee regarding: 1. Company Performance Review for May and until May 2021 and Company Performance until 15 June 2021 2. Division of Duties of the Board of Commissioners	1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova
8	21 Juli 2021 21 July 2021	09:30	Zoom Meeting	Paparan oleh Komite Audit dan Komite Manajemen Risiko perihal: 1. Reviu Kinerja Perusahaan Bulan Juni dan s.d Juni 2021 2. Reviu Kinerja Perusahaan s.d 15 Juli 2021 Presentation by the Audit Committee and Risk Management Committee regarding: 1. Company Performance Review for June and until June 2021 2. Company Performance Review until July 15, 2021	1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova
9	18 Agustus 2021 18 August 2021	09:00	Zoom Meeting	Paparan oleh Komite Audit dan Komite Manajemen Risiko perihal: 1. Reviu Kinerja Perusahaan Bulan Juli dan s.d Juli 2021 2. Reviu Kinerja Perusahaan s.d 15 Agustus 2021 Presentation by the Audit Committee and Risk Management Committee regarding: 1. Company Performance Review in July and until July 2021 2. Company Performance Review until August 15, 2021	1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova
10	31 Agustus 2021 31 August 2021	09:00	Zoom Meeting	Tindak Lanjut Pertemuan dengan BOD-1 Follow-up Meeting with BOD-1	1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova
11	9 September 2021 9 September 2021	09:00	Zoom Meeting	Paparan oleh Komite Audit dan Komite Manajemen Risiko perihal Reviu Kinerja Perusahaan Bulan Agustus dan s.d Agustus 2021 Presentation by the Audit Committee and the Risk Management Committee regarding the Company's Performance Review for August and until August 2021	1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova
12	26 Oktober 2021 26 October 2021	09:00	Zoom Meeting	Paparan oleh Komite Audit dan Komite Manajemen Risiko perihal: 1. Reviu Kinerja Perusahaan Bulan September dan s.d September 2021 2. Reviu Kinerja Perusahaan s. d 15 Oktober 2021 Presentation by the Audit Committee and Risk Management Committee regarding: 1. Company Performance Review for September and until September 2021 2. Company Performance Review until October 15, 2021	1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana



No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
13	18 November 2021 18 November 2021	09:00	Zoom Meeting	Paparan oleh Komite Audit dan Komite Manajemen Risiko perihal: 1. Reviu Kinerja Perusahaan Bulan Oktober dan s.d Oktober 2021 2. Reviu Kinerja Perusahaan s. d 15 November 2021 Presentation by the Audit Committee and Risk Management Committee regarding: 1. Company Performance Review for October and until October 2021 2. Company Performance Review up to 15 November 2021	1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana 5. Chowadja Sanova
14	21 Desember 2021 21 December 2021	09:00	Zoom Meeting	Paparan oleh Komite Audit dan Komite Manajemen Risiko perihal: 1. Reviu Kinerja Perusahaan Bulan November dan s.d November 2021 2. Reviu Kinerja Perusahaan s. d 15 Desember 2021 Presentation by the Audit Committee and Risk Management Committee regarding: 1. Company Performance Review for November and until November 2021 2. Company Performance Review up to December 15, 2021	1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova

Frekuensi dan Kehadiran Rapat

Dewan Komisaris menggelar rapat sepanjang tahun 2021 sebanyak 14 kali. Frekuensi dan tingkat kehadiran Dewan Komisaris Perseroan adalah sebagai berikut:

Frequency and Attendance of Meetings

The Board of Commissioners held its meetings during the year 2021 as many as 14 times. The frequency and rate of attendance of the Company's Board of Commissioners are as follows:

No.	Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran (%) Percentage of Attendance (%)
1	Franciscus M.A. Sibarani	Komisaris Utama President Commissioner	14	14	100
2	Oke Nurwan	Komisaris Commissioner	14	6	43
3	Darusman Mawardi	Komisaris Independen Independent Commissioner	14	14	100
4	Chowadja Sanova	Komisaris Independen Independent Commissioner	8	7	88
5	Endang Tirtana *	Komisaris Independen Independent Commissioner	14	14	100

* menjabat hingga 29 Desember 2021 | serving until December 29, 2021

Frekuensi dan Kehadiran di RUPS

Perseroan menggelar RUPS tahun 2021 sebanyak 1 (satu) kali. Frekuensi dan tingkat kehadiran Dewan Komisaris Perseroan adalah sebagai berikut

Frequency and Attendance in GMS

The Company held its GMS in the year 2021 as many as 1 (one) time. The frequency and rate of attendance of the Company's Board of Commissioners are as follows:

Pelaksanaan Rapat Dewan Komisaris dan Direksi

Meetings of the Board of Commissioners and the Board of Directors

No.	Nama Name	Jabatan Position	Jumlah RUPS Number of GMS	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran (%) Percentage of Attendance (%)
1	Franciscus M.A. Sibarani	Komisaris Utama President Commissioner	1	1	100
2	Oke Nurwan	Komisaris Commissioner	1	1	100
3	Darusman Mawardi	Komisaris Independen Independent Commissioner	1	1	100
4	Chowadja Sanova	Komisaris Independen Independent Commissioner	-	-	-
5	Endang Tirtana	Komisaris Independen Independent Commissioner	1	1	100

Rapat Direksi

Kebijakan

Rapat Direksi ialah rapat yang dilakukan oleh Direksi Perseroan terkait dengan tugas dan fungsinya. Agar rapat berlangsung secara efektif, rapat Direksi memiliki beberapa kebijakan. Sesuai dengan Anggaran Dasar Perseroan, berikut kebijakan pelaksanaan rapat Direksi:

1. Direksi wajib mengadakan rapat Direksi secara berkala paling kurang 1 (satu) kali dalam setiap bulan.
2. Pemanggilan rapat Direksi dilakukan secara tertulis atau sarana lainnya oleh anggota Direksi yang berhak mewakili Perseroan dan disampaikan dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, dengan tidak memperhitungkan tanggal panggilan dan tanggal rapat.
3. Rapat Direksi adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri atau diwakili oleh lebih dari 1/2 (satu per dua) jumlah anggota Direksi atau wakilnya yang sah dengan memperhatikan ketentuan sebagaimana dimaksud.

Agenda Rapat

Sepanjang tahun 2021, Direksi telah mengadakan rapat internal sebanyak 25 kali, adapun agenda rapat yang dilakukan oleh Direksi Perseroan adalah sebagai berikut:

No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
1	13 Januari 2021 13 January 2021	13:00	Zoom Meeting	Update Pengadaan Batubara PT Bukit Asam Tbk (PTBA) & Non PTBA, Update Program Investasi dan lain-lain Update on Coal Procurement from PT Bukit Asam Tbk (PTBA) & Non PTBA, Update on Investment Programs and others	1. Jobi Triandana Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin

Meetings of the Board of Directors

Policy

Meetings of the Board of Directors are meetings conducted by the Board of Directors of the Company related to its duties and functions. The meetings of the Board of Directors has several policies. In accordance with the Company Articles of Association, following are the policies in conducting meetings of the Board of Directors:

1. The Board of Directors is obliged to hold a Board of Directors meeting periodically at least 1 (one) time every month.
2. Summons to a meeting of the Board of Directors shall be made in writing or by other means by members of the Board of Directors who are entitled to represent the Company and submitted at the latest 3 (three) days before the meeting is held or in a shorter period of time if in an urgent situation, excluding the date of the summons and meeting date.
3. The meeting of the Board of Directors is valid and has the right to make binding decisions if it is attended or represented by more than 1/2 (one half) of the members of the Board of Directors or their legal representatives with due observance of the provisions as referred to.

Meeting Agenda

Throughout the year 2021, the Board of Directors held internal meetings as many as 25 times. The meeting agenda carried out by the Board of Directors are as follows:



No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
2	25 Januari 2021 25 January 2021	13:30	Zoom Meeting	Rencana Lokasi Gudang Lubuk Linggau, Laporan Kinerja Bulan Desember dan Sampai dengan Desember 2020 Location Plan for Warehouse at Lubuk Linggau, Performance Report for December and Until December 2020	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
3	9 Februari 2021 9 February 2021	10:00	Zoom Meeting	Rencana Pengembangan Cement Distribution Center Lubuk Linggau, Kinerja Perusahaan Bulan Januari 2021, dan lain-lain Development Plan of Cement Distribution Center at Lubuk Linggau, Company Performance in January 2021 and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
4	22 Februari 2021 22 February 2021	10:00	Zoom Meeting	Update Kredit Sindikasi PT Semen Baturaja (Persero) Tbk, dan lain-lain Update on Syndicated Loans for PT Semen Baturaja (Persero) Tbk, and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
5	12 Maret 2021 12 March 2021	09:00	Zoom Meeting	Program Vaksin Gotong Royong dan Laporan Kinerja Februari Tahun 2021 Mutual Cooperation Vaccine Program and Performance Report February 2021	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
6	26 April 2021 26 April 2021	09:00	Zoom Meeting	Laporan Mutasi Piutang Per Bulan April 2021, Persiapan Rapat Umum Pemegang Saham Tahunan Tahun Buku 2020, dan lain-lain Descriptive statement on Receivables as of April 2021, Preparation of the Annual General Meeting of Shareholders for Fiscal Year 2020 and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
7	10 Mei 2021 10 May 2021	10:00	Zoom Meeting	Kinerja Perusahaan Bulan April 2021, Update Tambang, dan lain-lain Company Performance as of April 2021, Mine Update and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
8	7 Juni 2021 7 June 2021	13:00	Zoom Meeting	Tindak Lanjut Tanggapan KBUMN atas Kinerja Tahun Buku 2020, Laporan Kinerja Mei 2021 dan s.d. Mei 2021 Follow-up on KBUMN's Response to the Performance of the 2020 Financial Year, the May 2021 Performance Report and up to May 2021	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
9	14 Juni 2021 14 June 2021	13:00	Zoom Meeting	Kondisi penjualan Mei 2021, Tindak lanjut hasil keputusan RUPS Tahun Buku 2020, dan lain-lain Sales performance as of May 2021, Follow up on the results of the 2020 Fiscal Year GMS decisions and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
10	19 Juli 2021 19 July 2021	10:00	Zoom Meeting	Kinerja Juni dan sampai dengan Juni 2021, Kinerja Pertengahan Bulan Juli 2021 Performance as of June and up to June 2021, Performance Mid- July 2021	1. Jobi Triananda Hasjim 2. M. Jamil 3. Amrullah 4. Mukhamad Saifudin

Pelaksanaan Rapat Dewan Komisaris dan Direksi

Meetings of the Board of Commissioners and the Board of Directors

No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
11	23 Agustus 2021 23 August 2021	13:00	Zoom Meeting	Program <i>Cost Efficiency</i> Direktorat Umum & SDM, Program <i>Cost Efficiency</i> Direktorat lainnya, persiapan <i>public expose</i> , dan lain-lain Cost Efficiency Program at General Affair & HR Directorate, Cost Efficiency Program at other Directorates, preparation for public expose and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
12	24 Agustus 2021 24 August 2021	16:00	Zoom Meeting	Program <i>Cost Efficiency</i> Direktorat Umum & SDM dan Prognosa Tahun 2021 Cost Efficiency Program at General Affair & HR Directorate and Prognosis 2021	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
13	30 Agustus 2021 30 August 2021	14:00	Zoom Meeting	Prognosa 2021, dan lain-lain Prognosis of 2021 and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
14	9 September 2021 9 September 2021	13:30	Zoom Meeting	Laporan Kinerja Agustus dan sampai dengan Agustus 2021, Update Analisa Beban Kerja, dan lain-lain Performance Report for August and up to August 2021, Update on Workload Analysis and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
15	13 September 2021 13 September 2021	10:00	Zoom Meeting	Progress Program Efisiensi Masing-masing Direktorat, Progres Hasil Review Analisa Beban Kerja, dan lain-lain Progress of Efficiency Program at Each Directorate, Progress of Workload Analysis Review Results and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
16	15 September 2021 15 September 2021	13:30	Zoom Meeting	Update Program Produktivitas Productivity Program Update	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
17	17 September 2021 17 September 2021	09:00	Zoom Meeting	Update Program Produktivitas Productivity Program Update	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
18	1 Oktober 2021 1 October 2021	09:00	Zoom Meeting	Update Produktivitas Tenaga Kerja dan lain-lain HR Productivity Update and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
19	21 Oktober 2021 21 October 2021	11:00	Zoom Meeting	Rencana Integrasi BUMN, Piagam Direksi, dan lain-lain SOE Integration Plan, Board of Directors Charter and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
20	25 Oktober 2021 25 October 2021	14:00	Zoom Meeting	Rancangan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2022 & Rencana Kegiatan Hari Ulang Tahun SMBR ke-47 Draft of Work Plan and Corporate Budget (RKAP) 2022 & Activity Plan for the 47 th Anniversary of SMBR	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin



No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
21	4 November 2021 4 November 2021	12:30	Zoom Meeting	Rencana Integrasi, Rancangan RKAP Tahun 2022, dan lain-lain Integration Plan, Draft of Work Plan and Corporate Budget (RKAP) 2022 and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
22	9 November 2021 9 November 2021	13:00	Zoom Meeting	Kinerja Keuangan Bulan Oktober 2021, dan lain-lain Financial Performance as of October 2021 and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
23	16 November 2021 16 November 2021	13:00	Zoom Meeting	Laporan Kinerja Bulan Oktober 2021 dan s.d Bulan Oktober 2021 serta kinerja pertengahan November 2021, dan lain-lain Performance in October 2021 and up to October 2021 and performance in mid-November 2021 and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
24	24 November 2021 24 November 2021	13:00	Zoom Meeting	Update Usulan RKAP 2022, Update Proyeksi RJPP 2020-2027 (Permintaan Konsultan Integrasi), dan lain-lain Update on Proposed RKAP 2022, Update on RJPP Projection 2020-2027 (Request for Integration Consultants), and others	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
25	20 Desember 2021 20 Desember 2021	13:00	Zoom Meeting	Laporan Kinerja Pertengahan Bulan (1 – 15 Desember 2021), dan Prognosa Tahun 2021 Mid-Month Performance Report (1 – 15 December 2021), and 2021 Prognosis	1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah

Frekuensi dan Kehadiran Rapat

Direksi menggelar rapat sepanjang tahun 2021 sebanyak 25 kali. Frekuensi dan tingkat kehadiran Direksi Perseroan adalah sebagai berikut:

Frequency and Attendance of Meetings

The Board of Directors held its meetings throughout the year 2021 as many as 25 times. The frequency and rate of attendance of the Board of Directors of the Company are as follows:

No.	Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran (%) Percentage of Attendance (%)
1	Jobi Triananda Hasjim	Direktur Utama President Director	25	25	100
2	Daconi	Direktur Produksi & Pengembangan Director of Production & Development	25	24	96
3	Mukhamad Saifudin	Direktur Pemasaran Director of Marketing	25	24	96
4	Amrullah	Direktur Umum & SDM Director of General Affairs & HR	25	25	100
5	M. Jamil	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	25	25	100

Frekuensi dan Kehadiran RUPS

Perseroan menggelar RUPS tahun 2021 sebanyak 1 (satu) kali. Frekuensi dan tingkat kehadiran Direksi Perseroan adalah sebagai berikut

Frequency and Attendance at the GMS

The Company held its GMS for the year 2021 as many as 1 (one) time. The frequency and rate of attendance of the Board of Directors of the Company are as follows:

Pelaksanaan Rapat Dewan Komisaris dan Direksi

Meetings of the Board of Commissioners and the Board of Directors

No.	Nama Name	Jabatan Position	Jumlah RUPS Number of GMS	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran (%) Percentage of Attendance (%)
1	Jobi Triananda Hasjim	Direktur Utama President Director	1	1	100
2	Daconi	Direktur Produksi & Pengembangan Director of Production & Development	1	1	100
3	Mukhamad Saifudin	Direktur Pemasaran Director of Marketing	1	1	100
4	Amrullah	Direktur Umum & SDM Director of General Affairs & HR	1	0	0%
5	M. Jamil	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	1	1	100

Rapat Gabungan Dewan Komisaris dan Direksi

Pelaksanaan Rapat Gabungan Dewan Komisaris dan Direksi diatur sebagai berikut:

1. Rapat Dewan Komisaris bersama Direksi merupakan suatu bentuk pengawasan Dewan Komisaris bersama Direksi sebagaimana diatur dalam Anggaran Dasar Perseroan sekaligus wadah koordinasi antara Direksi dan Dewan Komisaris dalam rangka membahas laporan-laporan periodik Direksi dan membahas kondisi dan prospek usaha serta kebijakan nasional yang berdampak pada kinerja Perseroan dan memberikan tanggapan, catatan dan nasihat yang dituangkan dalam Risalah Rapat.
2. Dewan Komisaris bersama Direksi harus menjadwalkan Rapat Dewan Komisaris untuk tahun berikutnya sebelum berakhirnya tahun buku.
3. Pada Rapat Dewan Komisaris bersama Direksi yang sudah dijadwalkan, bahan Rapat disampaikan kepada peserta paling lambat 5 (lima) hari sebelum rapat diselenggarakan. Jika Rapat diselenggarakan di luar jadwal yang telah disusun, bahan Rapat disampaikan paling lambat sebelum rapat diselenggarakan.
4. Rapat Dewan Komisaris bersama Direksi dapat dilakukan atas usulan Dewan Komisaris maupun Direksi, dengan memperhatikan ketentuan pemanggilan Rapat yang berlaku pada pemanggilan Rapat Direksi dan Rapat Dewan Komisaris.
5. Rapat Dewan Komisaris bersama Direksi dihadiri oleh Anggota Dewan Komisaris, Anggota Direksi, Sekretaris Dewan Komisaris, *Corporate Secretary* atau pejabat lain yang ditugaskan oleh Komisaris

Joint Meetings of the Board of Commissioners and the Board of Directors

Implementation of the Joint Meetings of the Board of Commissioners and the Board of Directors is regulated as follows:

1. Joint meeting between the Board of Commissioners and the Board of Directors is a form of supervision of the Board of Commissioner together with the Board of Directors as regulated in the Company Articles of Association and at the same time as a forum of coordination between the two Boards in the context of discussion of the periodic reports of the Board of Directors and on business conditions and prospects as well as on national policies that impact the Company's performance, in addition to providing feedbacks, notes and advices of which all are conveyed in the Minutes of Meeting.
2. The Board of Commissioners must schedule Meetings of the Board of Commissioners for the following year prior to the closing of the fiscal year.
3. In the scheduled joint meetings of the Board of Commissioners and the Board of Directors, Meeting materials are to be submitted at the latest in 5 (five) days prior to the date of the meeting. In the event the Meeting is held outside of the scheduled time, Meeting materials are to be submitted at the latest before the meeting begins.
4. Joint meeting of the Board of Commissioners and the Board of Directors may be carried out upon suggestion of either the Board of Commissioners or the Board of Directors, with consideration of applicable provisions on the meeting summon specifically for Meeting of the Board of Directors and Meeting of the Board of Commissioners.
5. Joint meeting of the Board of Commissioners and the Board of Directors is attended by Members of the Board of Commissioners, Members of the Board of Directors, Secretary of the Board of Commissioners,



Utama/Direktur Utama dan dapat mengundang narasumber dari dalam maupun luar Perseroan, kecuali untuk rapat-rapat khusus hanya boleh dihadiri oleh Anggota Dewan Komisaris dan Anggota Direksi.

6. Rapat Dewan Komisaris bersama Direksi dapat dilakukan untuk menindaklanjuti saran permasalahan atau keluhan dari *Stakeholders* termasuk saran penyelesaian yang diperlukan.
7. Rapat Dewan Komisaris bersama Direksi juga merupakan bentuk pengawasan terhadap pelaksanaan evaluasi tindak lanjut hasil Rapat Dewan Komisaris sebelumnya termasuk pembahasan/telaah atas usulan Direksi dan arahan/keputusan RUPS terkait dengan usulan Direksi.
8. Kehadiran Anggota Dewan Komisaris dan Direksi dalam Rapat Dewan Komisaris wajib diungkapkan dalam Laporan Tahunan Perseroan.

Kuorum Rapat Dewan Komisaris bersama Direksi

1. Kuorum kehadiran Rapat Dewan Komisaris bersama Direksi terpenuhi apabila dihadiri oleh paling sedikit oleh (i) Komisaris Utama dan Komisaris Independen yang merangkap sebagai Ketua Komite Audit, dan (ii) Direktur Utama dan satu orang Direktur yang bertanggung jawab atau membawahi bidang yang menjadi agenda pembahasan Rapat Dewan Komisaris bersama Direksi.
2. Dalam hal Komisaris Utama berhalangan dapat diwakilkan oleh anggota Komisaris lainnya, dengan ketentuan jumlah anggota Komisaris yang hadir dalam Rapat Dewan Komisaris harus lebih dari satu orang.
3. Dalam hal Direktur Utama berhalangan hadir dapat diwakilkan oleh Direktur lainnya selain dari Direktur yang bertanggung jawab atau membawahi bidang yang menjadi agenda pembahasan Rapat Dewan Komisaris bersama Direksi, dengan ketentuan jumlah Direksi yang hadir dalam Rapat Dewan Komisaris bersama Direksi harus lebih dari 1 (satu) orang.

Agenda Rapat

Sepanjang tahun 2021, telah dilaksanakan 32 (tiga puluh dua) kali rapat gabungan yang dilakukan oleh Dewan Komisaris yang mengundang Direksi Perseroan dengan agenda sebagai berikut:

Corporate Secretary or other officials assigned by the President Commissioner/President Director and may invite other speakers from inside or outside of the Company, unless for special meetings where only Members of the Board of Commissioners and the Board of Directors are to attend.

6. Joint meeting of the Board of Commissioners and the Board of Directors may be conducted to follow-up on recommendations of issues or complaints from Stakeholders including on required solution recommendations.
7. Joint meeting of the Board of Commissioners and the Board of Directors is also a form of supervision on the implementation of follow-up assessment of results of the previous Board of Commissioners' meeting, including discussions/review on the recommendations of the Board of Directors and directions/decisions of the GMS related to the recommendations of the Board of Directors.
8. Attendance of Members of the Board of Commissioners and the Board of Directors in the Meeting of the Board of Commissioners is compulsory to be reported in the the Company Annual Report.

Quorum of Joint Meetings of the Board of Commissioners and the Board of Directors

1. The attendance quorum of the joint meeting of the Board of Commissioners and the Board of Directors is fulfilled if attended by at least (i) the President Commissioners and Independent Commissioner concurrently as Chairman of the Audit Committee, and (ii) the President Director and one Director responsible or who oversees the field involved in the agenda topic of discussion in the Joint Meeting of the Board of Commissioners and the Board of Directors.
2. In the event the President Commissioner is unable to attend, another member of the Board of Commissioners may attend to represent, with the provision that the attending number of Commissioners must be more than one person.
3. In the event the President Director is unable to attend, another Director other than the Director who is responsible or who oversees the field involved in the agenda topic of discussion of the Joint Meeting of the Board of Commissioners and the Board of Directors, with the applicable provisions on the number of Directors attending the Joint Meeting of the Board of Commissioners and the Board of Directors must be more than 1 (one) person.

Meeting Agenda

Throughout the year 2021, as many as 32 (thirty two) joint meetings were held by the Board of Commisisoners with inviting the Board of Directors of the Company and the agenda as follows:

Pelaksanaan Rapat Dewan Komisaris dan Direksi

Meetings of the Board of Commissioners and the Board of Directors

No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
1	Selasa, 19 Januari 2021 Tuesday, 19 January 2021	13:30	Via aplikasi zoom Via Zoom Application	Laporan Pertengahan Bulan Januari 2021, Kinerja PT Baturaja Multi Usaha Tahun 2020 January 2021 Mid-Monthly Report, Performance of PT Baturaja Multi Usaha of Year 2020	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
2	Selasa, 26 Januari 2021 Tuesday, 26 January 2021	09:00	Via aplikasi zoom Via Zoom Application	Summary Kinerja Perseroan Bulan Desember 2020 dan Sampai dengan Desember 2020, Update Covid-19 di SMBR, dll Summary of Company Performance in December 2020 and up to December 2020, Covid-19 Update in SMBR, etc	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
3	Selasa, 17 Februari 2021 Tuesday, 17 February 2021	11:00	Kantor Perwakilan SMBR Jakarta dan Via Aplikasi Zoom SMBR Jakarta Representative Office and Via Zoom Application	Laporan Kinerja Pertengahan Bulan Februari 2021, Review Biaya s.d 15 Februari 2021, dll Mid-Monthly February 2021 Performance Report, Cost Review up to 15 February 2021, etc	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah
4	Kamis, 25 Februari 2021 Thursday, 25 February 2021	13:00	Via aplikasi zoom Via Zoom Application	Laporan Kinerja Bulan Januari 2021, Review Penjualan dan Distribusi Januari 2021, dll January 2021 Monthly Performance Report, Review on Sales and Distribution of January 2021, etc	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
5	Kamis, 18 Maret 2021 Thursday, 18 March 2021	09:00	Via aplikasi zoom Via Zoom Application	Laporan Kinerja Perseroan Bulan Februari 2021 dan s.d Februari 2021, Laporan Kinerja Direktorat Pemasaran Bulan Februari 2021, dll February 2021 Monthly Performance Report and up to February 2021, February 2021 Performance Report of Directorate of Marketing, etc	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
6	Kamis, 25 Maret 2021 Thursday, 25 March 2021	09:00	Via aplikasi zoom Via Zoom Application	Analisa Break Event Point (BEP) Sampai dengan Bulan Februari 2021 dan Piutang Distributor. Break Even Point (BEP) Analysis up to February 2021 and Distributors Receivables	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin



No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
7	Jum'at, 16 April 2021 Friday, 16 April 2021	09.00	Via aplikasi zoom Via Zoom Application	Laporan Kinerja Bulan Maret dan s.d Maret 2021, Kinerja sampai dengan 15 April 2021, dll Performance Report of March and up to march 2021, Performance up to 15 April 2021, etc	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
8	Kamis, 22 April 2021 Thursday, 22 April 2021	09:00	Via aplikasi zoom Via Zoom Application	Evaluasi SMBR GO 45 Triwulan I dan Upaya Efisiensi Triwulan II, Inisiatif Strategis Pencapaian Target Kuartal II 2021, Revisi RKAP 2021, dll Evaluation of SMBR GO 45 Quarter I and Efficiency Efforts Quarter II, Strategic Initiatives of Achieving Targets Quarter II 2021, Revision of RKAP 2021, etc	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
9	Kamis, 29 April 2021 Thursday, 29 April 2021	09:00	Via aplikasi zoom Via Zoom Application	Laporan Mutasi Piutang April 2021, Update Persiapan RUPS Tahun 2021, Perhitungan Dividen, dll Account Receivable Statement of April 2021, Update on 2021 Annual GMS Preparation, Dividend Calculation, etc	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
10	Selasa, 11 Mei 2021 Tuesday, 11 May 2021	09:00	Via aplikasi zoom Via Zoom Application	Laporan Kinerja April 2021 dan s.d April 2021, Progres Persiapan RUPST Tahun Buku 2020 Performance Report of April 2021 and up to April 2021, Progress on Annual GMS Fiscal Year 2020 Preparation	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
11	Selasa, 18 Mei 2021 Tuesday, 18 May 2021	09:00	Via aplikasi zoom Via Zoom Application	Laporan Kinerja Pertengahan Bulan Mei 2021, Analisa Produktivitas Tenaga Kerja, Persiapan RUPST Tahun Buku 2020 Performance Report of Mid-May 2021, manpower Productivity Analysis, Annual GMS Fiscal Year 2020 Preparation	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
12	Kamis, 17 Juni 2021 Thursday, 17 June 2021	09:30	Via aplikasi zoom Via Zoom Application	Kinerja Mei dan s.d Mei 2021, Kinerja Pertengahan Bulan Juni 2021 Performance of May and up to May 2021, Performance of Mid-June 2021	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin

Pelaksanaan Rapat Dewan Komisaris dan Direksi

Meetings of the Board of Commissioners and the Board of Directors

No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
13	Selasa, 22 Juni 2021 Tuesday, 22 June 2021	10:00	Via aplikasi zoom Via Zoom Application	Pemaparan Program Peningkatan Produktivitas, Pemaparan <i>Marketing Plan</i> s.d Agustus 2021, dll Presentation of Productivity Improvement Program, Presentation of Marketing Plan up to August 2021, etc	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
14	Rabu, 30 Juni 2021 Wednesday, 30 June 2021	09:00	Via aplikasi zoom Via Zoom Application	Prognosa Juni – September 2021, Analisa Pencapaian Target Penjualan Juli – September 2021 Prognosis of June-September 2021, Sales Target Achievement Analysis of July-September 2021	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana 5. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
15	Kamis, 08 Juli 2021 Thursday, 08 July 2021	09:30	Via aplikasi zoom Via Zoom Application	Usulan Perubahan Struktur Organisasi, Pembentukan tim Produktivitas dan SHE, dll Recommendation on Organization Structure Change, Establishing Productivity and SHE Team, etc	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana 5. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
16	Jum'at, 16 Juli 2021 Friday, 16 July 2021	09:00	Via aplikasi zoom Via Zoom Application	Evaluasi SMBR GO 45 dan Langkah-langkah Efisiensi Evaluation of SMBR GO 45 and Efficiency Steps	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
17	Rabu, 21 Juli 2021 Wednesday, 21 July 2021	13:00	Via aplikasi zoom Via Zoom Application	Kinerja Juni dan s.d Juni 2021, Kinerja Pertengahan Bulan Juli 2021 Performance of June and up to June 2021, Performance of Mid-July 2021	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana 5. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
18	Kamis, 29 Juli 2021 Thursday, 29 July 2021	10:00	Via aplikasi zoom Via Zoom Application	Kinerja Triwulan II dan s.d Juni 2021 PT Baturaja Multi Usaha, dll Performance of Quarter II and up to June 2021 of PT Baturaja Multi Usaha, etc	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Mukhamad Saifudin



No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
19	Rabu, 04 Agustus 2021 Wednesday, 04 August 2021	08:30	Via aplikasi zoom Via Zoom Application	Strategi Pencapaian RKAP 2021, Prognosa Tahun 2021 Achievement Strategy for RKAP 2021, Prognosis of Year 2021	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana 5. Chowadja Sanova BOD 1. M. Jamil 2. Amrullah 3. Mukhamad Saifudin
20	Jum'at, 06 Agustus 2021 Friday, 06 August 2021	13:30	Via aplikasi zoom Via Zoom Application	Prognosa Tahun 2021 Prognosis of Year 2021	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana 5. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
21	Kamis, 19 Agustus 2021 Thursday, 19 August 2021	09:00	Via aplikasi zoom Via Zoom Application	Kinerja Juli dan s.d Juli 2021, Laporan Pertengahan Bulan (1 – 15 Agustus 2021), Efisiensi Biaya Distribusi, dll Performance of July and up to July 2021, Report of Mid-August (1-15) 2021, Efficiency of Distribution Costs, etc	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
22	Rabu, 25 Agustus 2021 Wednesday, 25 August 2021	12:45	Via aplikasi zoom Via Zoom Application	Paparan Program Efisiensi masing-masing Direktorat, Prognosa SMBR 2021 Presentation of Efficiency Program of each Directorate, SMBR 2021 Prognosis	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
23	Selasa, 31 Agustus 2021 Tuesday, 31 August 2021	10:00	Via aplikasi zoom Via Zoom Application	Program Efisiensi Masing-masing Direktorat, Paparan Hasil Reviu Analisa Beban Kerja. Efficiency Program of each Directorate, Presentation of Results of Work Load Analysis Review	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
24	Selasa, 14 September 2021 Tuesday 14 September 2021	09:00	Via aplikasi zoom Via Zoom Application	Paparan Progres Program Efisiensi Masing-masing Direktorat dan Paparan Progres Hasil Reviu Analisa Beban Kerja Presentation of Progress of Directorates Efficiency Program and Presentation of Progress of Work Load Analysis Review	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana 5. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin

Pelaksanaan Rapat Dewan Komisaris dan Direksi

Meetings of the Board of Commissioners and the Board of Directors

No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
25	Selasa, 21 September 2021 Tuesday, 21 September 2021	09:00	Via aplikasi zoom Via Zoom Application	Kinerja Bulan Agustus dan s.d Agustus 2021, Laporan Pertengahan Bulan (1 - 15 September 2021), dll Performance of August up to August 2021, Report of Mid-September (1-15) 2021, etc	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
26	Selasa, 05 Oktober 2021 Tuesday, 05 October 2021	13:00	Via aplikasi zoom Via Zoom Application	RKAP Tahun 2022 Work Plan and Budget Company (RKAP) 2022	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah
27	Selasa, 12 Oktober 2021 Tuesday, 12 October 2021	10:00	Kantor Direktorat Pemasaran Jakabaring Marketing Directorate Office	Kinerja September dan sampai dengan September 2021, Kinerja sampai dengan 10 Oktober 2021 Performance of September and up to September 2021, Performance up to 10 October 2021	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
28	Selasa, 26 Oktober 2021 Tuesday, 26 October 2021	10:00	Via aplikasi zoom Via Zoom Application	Rancangan RKAP 2022, Rencana Integrasi, dll Draft of 2022 RKAP, Integration Plans, etc	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Mukhamad Saifudin
29	Kamis, 04 November 2021 Thursday, 04 November 2021	15:00	Via aplikasi zoom Via Zoom Application	Rancangan RKAP 2022 Draft of 2022 RKAP	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
30	Jum'at, 19 November 2021 Friday, 19 November 2021	09:00	Via aplikasi zoom Via Zoom Application	Kinerja Oktober 2021 dan s.d Oktober 2021, Laporan Pertengahan bulan November 2021, dll Performance of October 2021 and up to October 2021, Report of Mid-November 2021, etc	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana 5. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin



No.	Tanggal Date	Waktu (WIB) Time (IWT)	Tempat Place	Agenda Agenda	Peserta Rapat Meeting Participants
31	Rabu, 08 Desember 2021 Wednesday, 08 December 2021	10.00	Via aplikasi zoom Via Zoom Application	Rancangan RKAP 2022, dll Draft of RKAP 2022, etc	BOC 1. Franciscus M.A Sibarani 2. Oke Nurwan 3. Darusman Mawardi 4. Endang Tirtana BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah 5. Mukhamad Saifudin
32	Selasa, 21 Desember 2021 Tuesday, 21 December 2021	10.00	Via aplikasi zoom Via Zoom Application	Laporan Kinerja November 2021 dan s.d November 2021, Prognosa 2021, dll Performance Report of November 2021 and up to November 2021, 2021 Prognosis, etc	BOC 1. Franciscus M.A Sibarani 2. Darusman Mawardi 3. Endang Tirtana 4. Chowadja Sanova BOD 1. Jobi Triananda Hasjim 2. Daconi 3. M. Jamil 4. Amrullah

Frekuensi dan Kehadiran Rapat

Sepanjang tahun 2021, rapat gabungan digelar sebanyak 32 (tiga puluh dua) kali. Frekuensi dan tingkat kehadiran Dewan Komisaris dan Direksi Perseroan adalah sebagai berikut:

Frequency and Attendance of Meeting

During the year 2021, joint meetings were held for 32 (thirty two) times. The frequency and rate of attendance of the Board of Commissioners and the Board of Directors of the Company are as follows:

No.	Nama name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran (%) Percentage of Attendance (%)
Dewan Komisaris Board of Commissioners					
1	Franciscus M.A. Sibarani	Komisaris Utama President Commissioner	32	32	100
2	Oke Nurwan	Komisaris Commissioner	32	14	44
3	Darusman Mawardi	Komisaris Independen Independent Commissioner	32	32	100
4	Chowadja Sanova	Komisaris Independen Independent Commissioner	21	20	95
5	Endang Tirtana*	Komisaris Independen Independent Commissioner	32	32	100
Direksi Board of Directors					
6	Jobi Triananda Hasjim	Direktur Utama President Director	32	31	97
7	Daconi	Direktur Produksi & Pengembangan Director of Production & Development	32	31	97
8	Mukhamad Saifudin	Direktur Pemasaran Director of Marketing	32	29	91
9	Amrullah	Direktur Umum & SDM Director of General Affairs & HR	32	30	94
10	M. Jamil	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	32	32	100

*: menjabat sampai 29 Desember 2021 | serving until 29 December 2021

Penilaian Dewan Komisaris dan Direksi

Assessment of the Board of Commissioners and the Board of Directors

Perseroan menggunakan Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik pada BUMN sebagai acuan untuk penilaian pada Aspek Dewan Komisaris dan Direksi.

Penilaian Kinerja Dewan Komisaris

Kinerja Dewan Komisaris dievaluasi setiap tahun oleh Pemegang Saham dalam Rapat Umum Pemegang Saham. Kinerja Dewan Komisaris ditentukan berdasarkan tugas dan kewajiban yang tercantum dalam peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan serta amanat Pemegang Saham. Penilaian kinerja Dewan Komisaris tercermin dari Keputusan RUPS terkait pemberian persetujuan dan pengesahan Laporan Keuangan termasuk Laporan Dewan Komisaris mengenai tugas pengawasan Perseroan selama tahun buku. Evaluasi kinerja Dewan Komisaris dilakukan secara berkala setiap setahun sekali.

Kriteria yang Digunakan dalam Penilaian

Penilaian Kinerja Dewan Komisaris berdasarkan KPI

Indikator Pencapaian Kinerja/*Key Performance Indicator* (KPI) Dewan Komisaris merupakan ukuran penilaian atas keberhasilan pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi sesuai ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

Untuk menentukan penilaian kinerja Dewan Komisaris, Perseroan menggunakan kriteria yang diterjemahkan ke dalam *Key Performance Indicators* (KPI) Dewan Komisaris yang tertuang dalam Rencana Kerja dan Anggaran Dewan Komisaris. Adapun KPI Dewan Komisaris mencakup:

1. Aspek Pengawasan dan Pengarahan
 - a. Reviu/analisis kinerja perusahaan
 - b. Rapat Dewan Komisaris (jumlah rapat dan tingkat kehadiran dalam rapat)
 - c. *Monitoring/evaluasi* Unit Produksi/Proyek Investasi
 - d. *Monitoring* tindak lanjut hasil temuan Auditor
2. Aspek Pelaporan
 - a. Menyusun dan menyampaikan Rencana Kerja dan Anggaran Tahunan

The Company bases its program to assess the Board of Commissioners and the Board of Directors the Decree of the Secretary of BUMN Minister No. SK-16/S.MBU/2012 dated 6 June 2012 on the Indicator/Parameter of Assessment and Evaluation on Good Corporate Governance as reference.

Performance Assessment of the Board of Commissioners

The performance of the Board of Commissioners is annually assessed by the Shareholders at the General Meeting of Shareholders. The Board's performance is determined based on the duties and responsibilities contained in prevailing regulations, the Articles of Association as well as the mandate from the Shareholders. Performance evaluation of the Board of Commissioners is reflected from the Resolutions of the GMS related to the provision of approval and ratification of the Financial Statements including the Report of the Board of Commissioners on the Company's supervisory duties during the fiscal year. Performance assessment of the Board of Commissioners is conducted periodically once a year.

Criteria Used in Assessment

Performance Assessment of the Board of Commissioners based on KPI

The Key Performance Indicator (KPI) of the Board of Commissioners is an evaluation measurement of the success in implementing its supervisory duties and providing advice to the Board of Directors in accordance with provisions of the Articles of Association and applicable laws and regulations.

To determine the performance evaluation of the Board of Commissioners, the Company uses the criteria as translated into the KPI of the Board of Commissioners and contained in the Work Plan and Budget of the Board of Commissioners. The KPI of the Board of Commissioners includes the following:

1. Supervision and Direction Aspect
 - a. Review/analysis of company performance
 - b. Board of Commissioners Meetings (number of meetings and meeting attendance rate)
 - c. Monitoring/evaluation of production units/ investment projects
 - d. Follow-up monitoring of the Auditor's findings
2. Reporting Aspect
 - a. Prepare and submit an Annual Work Plan and Budget



- b. Menyampaikan laporan pelaksanaan tugas pengawasan
- 3. Aspek lain-lain (peningkatan kompetensi)

Kriteria penilaian kinerja Dewan Komisaris selama tahun 2021 diukur berdasarkan realisasi program kerja terhadap target Rencana Kerja Tahunan Dewan Komisaris tahun 2021.

Penilaian Kinerja Dewan Komisaris berdasarkan Assessment GCG

Perseroan juga melakukan penilaian kinerja Dewan Komisaris terhadap penerapan GCG sesuai dengan kriteria penilaian pada Aspek Dewan Komisaris yang mengacu pada Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Prosedur dan Pihak yang Melakukan Penilaian

Penilaian terhadap kinerja Dewan Komisaris dilakukan oleh Rapat Umum Pemegang Saham (RUPS). Dewan Komisaris mempertanggungjawabkan pencapaian kinerjanya untuk periode 2021 dengan menyampaikan laporan pelaksanaan tugas pengawasan dalam laporan tahunan Perseroan, kepada Pemegang Saham dalam RUPS yang diselenggarakan pada tahun 2022.

Penilaian penerapan GCG atas Dewan Komisaris juga dilakukan setiap tahunnya. Pada tahun 2021, Perseroan dalam melakukan penilaian dilaksanakan oleh Divisi Internal Audit didampingi oleh Konsultan Independen melalui beberapa tahap, antara lain: penyampaian dokumen yang diperlukan, pengisian kuesioner, analisis terhadap dokumen.

Skor Penilaian Masing-masing Kriteria

Berdasarkan *assessment* GCG yang dilakukan pada aspek Dewan Komisaris, skor yang dicapai adalah 34,666 dari bobot sebesar 35,000 atau setara dengan persentase pencapaian sebesar 99,04% yang berarti bahwa secara umum penerapan GCG pada aspek Dewan Komisaris telah berjalan dengan baik. Berikut penjelasan hasil *assessment* atas kinerja Dewan Komisaris:

- b. Submit reports on the implementation of supervisory duties
- 3. Other aspects (competency improvement)

The criteria used for performance assessment of the Board of Commissioners during the year 2021 are based on the realization of the Board's work program from the targets set in the 2021 Annual Work Plan of the Board of Commissioners.

Performance Assessment of the Board of Commissioners Based on GCG Assessment

The Company also assesses the Board of Commissioners' performance on GCG implementation in accordance with the evaluation criteria on the Aspect of the Board of Commissioners which refers to the Decree of the Secretary of BUMN Ministry No. SK-16/S.MBU/2012 dated 6 June 2012 on the Indicator/Parameter of Assessment and Evaluation of the Good Corporate Governance Implementation in State-Owned Enterprises.

Procedures and Parties Conducting the Assessment

Performance assessment of the Board of Commissioner is conducted by the General Meeting of Shareholders (GMS). The Board of Commissioners is accountable for the performance achievement for the period of 2021 by reporting its supervisory duties in the the Company annual report, to the Shareholders at the GMS which will be held in 2022.

Assessment of the GCG implementation on the Board of Commissioners is also carried out every year. In the year 2021, the Company conducted the assessment with the Internal Audit Division as the executor, accompanied by an Independent Consultant, through several stages, including: submission of necessary documents, filling out a questionnaire, and analysis of the documents.

Assessment Score on Each Criteria

Based on the GCG assessment conducted on the aspect of the Board of Commissioners, the score achieved was 34.666 from the weight of 35.000 or equivalent to the achievement percentage of 99.04%, which means that in general the implementation of GCG in the aspects of the Board of Commissioners has been going well. Following are details of the assessment results on the performance of the Board of Commissioners:

Penilaian Dewan Komisaris dan Direksi

Assessment of the Board of Commissioners and the Board of Directors

No.	Aspek Pengujian/Indikator/Parameter Test Aspect/Indicator/Parameter	Jumlah Parameter Number of Parameters	Bobot (%) Weight (%)	Capaian tahun 2021 2021 Achievement	
				Skor Score	Capaian (%) Achievement
1	Dewan Komisaris/Dewan Pengawas melaksanakan program pelatihan/ pembelajaran secara berkelanjutan. The Board Commissioners/Supervisory Board conducts sustainable training/educational programs	2	1,348	1,348	100,00
2	Dewan Komisaris/Dewan Pengawas melakukan pembagian tugas, wewenang dan tanggung jawab secara jelas serta menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris/Dewan Pengawas. The Board of Commissioners/Supervisory Board conducts clear division of duties, authorities and responsibilities and determines the factors needed to support the implementation of the duties of the Board of Commissioners/Supervisory Board.	4	2,127	2,127	100,00
3	Dewan Komisaris/Dewan Pengawas memberikan persetujuan atas rencana RJPP dan RKAP yang disampaikan oleh Direksi. The Board of Commissioners/Supervisory Board approve the RJPP and RKAP submitted by the Board of Directors.	2	2,904	2,904	100,00
4	Dewan Komisaris/Dewan Pengawas memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan. The Board of Commissioners/Supervisory Board provides direction to the Board of Directors on the implementation of plans and policies of the Company.	9	9,593	9,593	100,00
5	Dewan Komisaris/Dewan Pengawas melaksanakan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan. The Board of Commissioners/Supervisory Board supervises the Board of Directors on the implementation of Company plans and policies.	6	6,479	6,479	100,00
6	Dewan Komisaris/Dewan Pengawas melaksanakan pengawasan terhadap kebijakan pengelolaan anak perusahaan/ perusahaan patungan. The Board of Commissioners/Supervisory Board carries out supervision of the management policies of subsidiaries/joint Venture companies.	2	1,504	1,504	100,00
7	Dewan Komisaris/Dewan Pengawas berperan dalam pencalonan anggota Direksi, menilai kinerja Direksi (individu dan kolejal) dan mengusulkan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan mempertimbangkan kinerja Direksi. The Board of Commissioners/Supervisory Board plays a role in nominating members of the Board of Directors, assessing the performance of the Board of Directors (individual and collegial) and proposing performance bonuses/ incentives in accordance with applicable regulations and taking into account the performance of the Board of Directors.	3	2,437	2,437	100,00
8	Dewan Komisaris/Dewan Pengawas melakukan tindakan terhadap potensi benturan kepentingan yang menyangkut dirinya. The Board of Commissioners/Supervisory Board takes action against potential conflicts of interest that concern him/herself.	1	0,571	0,571	100,00
9	Dewan Komisaris/Dewan Pengawas memantau dan memastikan bahwa praktik tata kelola perusahaan yang baik telah diterapkan secara efektif dan berkelanjutan. The Board of Commissioners/Supervisory Board monitors and ensures that good corporate governance practices are implemented in an effective and sustainable manner.	2	1,659	1,491	89,84
10	Dewan Komisaris/Dewan Pengawas menyelenggarakan rapat Dewan Komisaris/ Dewan Pengawas yang efektif dan menghadiri Rapat Dewan Komisaris/Dewan Pengawas sesuai dengan ketentuan perundang-undangan. The Board of Commissioners/Supervisory Board holds effective Board of Commissioners/Supervisory Board meetings and attends the Board of Commissioners/Supervisory Board Meetings in accordance with statutory provisions.	3	1,348	1,348	100,00
11	Dewan Komisaris/Dewan Pengawas memiliki Sekretaris Dewan Komisaris/Dewan Pengawas untuk mendukung tugas kesekretariatan Dewan Komisaris/Dewan Pengawas. The Board of Commissioners/Supervisory Board has a Secretary of the Board of Commissioners/Supervisory Board to support the secretarial duties of the Board of Commissioners/ Supervisory Board.	4	2,593	2,593	100,00
12	Dewan Komisaris/Dewan Pengawas memiliki Komite Dewan Komisaris/Dewan Pengawas yang efektif. The Board of Commissioners/Supervisory Board has an effective Committee of the Board of Commissioners/Supervisory Board.	5	2,437	2,271	93,19
Total		43	35,000	34,666	99,04



Rekomendasi Hasil Penilaian

1. Dewan Komisaris sebaiknya menyampaikan laporan perkembangan realisasi KPI Dewan Komisaris secara triwulanan kepada Pemegang Saham/Menteri sesuai dengan ketentuan pasal 15 Ayat (3) Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.
2. Komite Audit sebaiknya melakukan penyempurnaan dalam penyusunan risalah Rapat Komite Audit dengan memuat dinamika rapat dalam risalah Rapat Komite Audit.
3. Komite Audit dan Komite Manajemen Risiko sebaiknya menyusun dan menyampaikan laporan komite yang di dalamnya memuat perbandingan realisasi kegiatan dengan program kerja tahunan komite yang disampaikan kepada Dewan Komisaris secara triwulanan dan tahunan sebagai bentuk pertanggungjawaban pelaksanaan tugas komite sebagaimana diatur di dalam Peraturan Menteri BUMN Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

Alasan Belum/Tidak Diterapkannya Rekomendasi

Beberapa alasan rekomendasi hasil *assessment* GCG tahun 2020 yang belum selesai ditindaklanjuti selama tahun 2021 adalah sebagai berikut:

1. Risalah RUPS belum memuat alasan pemberhentian Anggota Direksi dan Anggota Dewan Komisaris dikarenakan tidak dinyatakannya alasan pemberhentian oleh Pemegang Saham.
2. Laporan realisasi KPI Dewan Komisaris hanya disusun dan dilaporkan secara tahunan.
3. Rencana Penilaian Jaminan Kualitas dan Peningkatan Fungsi Pengawasan Intern direncanakan akan dilaksanakan pada tahun 2022.
4. Perseroan belum berpartisipasi kepada *Sustainability Report Award* karena Laporan Keberlanjutan baru akan dilaporkan pada tahun 2022.

Penilaian Kinerja Direksi

Kinerja Direksi dievaluasi oleh Pemegang Saham dalam RUPS secara kolegal berdasarkan kinerja Perseroan yang dituangkan dalam persetujuan dan pengesahan Laporan Tahunan Perseroan oleh RUPS.

Recommendations on Assessment Results

1. Preferably, the Board of Commissioners submits a quarterly report on the progress of the KPI realization of the Board of Commissioners to Shareholders/Ministers, in accordance with the provisions of Article 15 Paragraph (3) of the Regulation of the Minister of SOE Number: PER-01/MBU/2011 dated August 1, 2011 concerning Implementation of Good Governance Corporate Governance in State-Owned Enterprises.
2. The Audit Committee should make improvements in the preparation of the minutes of the Audit Committee Meetings by including the dynamics of the meeting in the minutes of the Audit Committee Meetings.
3. The Audit Committee and the Risk Management Committee should compile and submit a committee report which contains a comparison of the realization of activities with the committee's annual work program to be submitted to the Board of Commissioners on a quarterly and annual basis, as accountability for the implementation of the committee's duties as regulated in the Minister of SOE Regulation Number: PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises.

Reasons Recommendations Have Not Yet/Not Implemented

Some of the recommendations for the 2020 GCG assessment results have not been followed up during 2021 for the following reasons:

1. The minutes of the GMS did not contain the reasons for the dismissal of the members of the Board of Directors and the members of the Board of Commissioners because the Shareholders did not state the reasons for the dismissal.
2. The Board of Commissioners' KPI realization report is only prepared and reported on an annual basis.
3. Plan for Quality Assurance Assessment and Improvement of the Internal Control Function will be implemented in 2022.
4. The Company has not participated in the Sustainability Report Award because the Sustainability Report will be reported in 2022.

Performance Assessment of the Board of Directors

Performance of Board of Directors is collegially assessed by the Shareholders at the GMS based on the Company's performance as contained in the approval and ratification of the Company Annual Report by the GMS.

Penilaian Dewan Komisaris dan Direksi

Assessment of the Board of Commissioners and the Board of Directors

Hasil evaluasi terhadap kinerja Direksi secara kolegal dan kinerja masing-masing anggota Direksi merupakan sarana penilaian serta peningkatan efektivitas Direksi sekaligus menjadi bagian yang tidak terpisahkan dalam pemberian skema kompensasi bagi Direksi. Hasil kinerja Direksi dilaporkan oleh Dewan Komisaris kepada RUPS di dalam Laporan Tugas Pengawasan Dewan Komisaris.

Collegial assessment results of the performance of the Board of Directors and the performance of individual member is the media to assess and improve the effectiveness of the Board of Directors and become an inseparable part in providing the compensation scheme for the Board of Directors. Performance results of the Board of Directors are reported by the Board of Commissioners to the GMS in the Board of Commissioners' Report of Supervisory Duties.

Kriteria yang Digunakan dalam Penilaian

Penilaian Kinerja Direksi berdasarkan KPI

Penilaian terhadap kinerja Direksi diukur berdasarkan pencapaian *Key Performance Indicator* (KPI) Direksi yang disusun mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-11/MBU/11/2020 tanggal 12 November 2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara, yang terdiri dari:

1. Nilai Ekonomi dan Sosial untuk Indonesia
2. Inovasi Model Bisnis
3. Kepemimpinan Teknologi
4. Peningkatan Investasi
5. Pengembangan Talenta

Adapun target-target KPI Direksi tahun 2021 yang tercantum dalam Kontrak Manajemen adalah sebagai berikut:

Criteria Used in the Assessment

Performance Assessment of the Board of Directors Based on KPI

Assessment of the Board of Directors' performance is measured based on the the Board's Key Performance Indicator (KPI) achievement as prepared based on the Regulation of the Minister of BUMN of the Republic of Indonesia No. PER-11/MBU/11/2020 dated 12 November 2020 on the Management Contract and Annual Management Contract of the Board of Directors of State-Owned Enterprises, which contains the following:

1. Economic and Social Value for Indonesia
2. Business Model Innovation
3. Technology Leadership
4. Investment Energize
5. Talent Development

The KPI targets of the Board of Directors for the year 2021 as contained in the Management contract are as follows:

No.	Key Performance Indicator	Satuan Unit	Target RKAP RKAP Target	Polaritas Polarity	Bobot Weight	
						Sub Total
A	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia					50
	Finansial Financial					
1	Ekspansi Berkesinambungan Sustainable Expansion					10
	EBITDA	Rp Miliar Rp Billion	553	Maximize	5	
	Cash from Operation	Rp Miliar Rp Billion	294	Maximize	5	
2	Return on Investment Capital (ROIC) $\geq$ WACC	Nilai Value	Positif Positive	Maximize	3	3
3	Posisi Keuangan yang Sustainable Sustainable Financial Position					10
	Interest Bearing Debt to Invested Capital	Kali (x) Times (x)	0,32	Minimize	5	
	Interest Bearing Debt to EBITDA	Kali (x) Times (x)	2,96	Minimize	5	
	Operational					
4	External Customer Satisfaction Index	Skala Nilai Value Scale	3,85	Maximize	5	5
5	Overall Equipment Effectiveness (OEE)	%	85	Maximize	5	5
6	Production Cost per Ton (COGS/ton)	Rp/ton	457.658	Minimize	5	5
7	Capacity Utilization Rate	%	55	Maximize	5	5
	Sosial Social					
8	Thermal Substitution Rate	%	0,1	Maximize	2	2
9	Hazardous Waste Material reuse (Gross Added Value)	Rp Miliar Rp Billion	42	Maximize	5	5
B	Inovasi Model Bisnis Business Model Innovation					10
1	Transaksi Digital Platform terhadap Total Revenue Digital Transaction Platform to Total Revenue	%	0,05	Maximize	5	



No.	Key Performance Indicator	Satuan Unit	Target RKAP RKAP Target	Polaritas Polarity	Bobot Weight
2	<i>Downstream Business Contribution to Total Revenue</i>	%	1,33	Maximize	5
C	Kepemimpinan Teknologi Technology Leadership				10
1	Selesai Tahap EPC <i>Intelligence Process Control System</i> Completion of EPC Stage of Intelligence Process Control System	Waktu Time	Desember 2021 December 2021	Minimize	5
2	Selesai Tahap Engineering <i>Predictive Maintenance</i> Berbasis <i>Artificial Intelligence</i> Completion of Engineering Stage of Artificial Intelligence-Based Predictive Maintenance	Waktu Time	Desember 2021 December 2021	Minimize	5
D	Peningkatan Investasi Investment Energize				15
1	Realisasi Investasi Investment Realization	%	100	Maximize	7
2	<i>Good Corporate Governance (GCG) Score</i>	Nilai	93	Maximize	8
E	Pengembangan Talenta Talent Development				15
1	<i>Training Hours</i>	Jam/karyawan/tahun Hour/employee/year	20	Maximize	5
2	Perempuan dalam <i>nominated talent</i> Women in Nominated Talent	%	10	Maximize	5
3	Milenial (< 40 tahun) dalam <i>top talent</i> Millennial (< 40 years) in Top Talent	%	10	Maximize	5

Penilaian Kinerja Direksi berdasarkan *Assessment GCG*

Perseroan juga melakukan penilaian kinerja Direksi terhadap penerapan GCG sesuai dengan kriteria penilaian pada Aspek Direksi yang mengacu pada Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Prosedur dan Pihak yang Melakukan Penilaian

Kinerja Direksi dinilai dengan metode *Self Assessment* dengan menggunakan indikator dan kriteria yang telah ditetapkan. Direksi mempertanggungjawabkan kinerjanya selama periode 2021 pada RUPS yang akan diselenggarakan pada tahun 2022.

Penilaian penerapan GCG atas Direksi juga dilakukan setiap tahunnya. Di tahun 2021, Perseroan dalam melakukan penilaian GCG dilaksanakan oleh *Division Internal Audit* didampingi oleh Konsultan Independen melalui beberapa tahap, antara lain: penyampaian dokumen yang diperlukan, pengisian kuesioner, analisis terhadap dokumen.

Skor Penilaian Masing-masing Kriteria

A. Berdasarkan Pencapaian KPI

Secara keseluruhan, jika membandingkan hasil yang dicapai pada kinerja tahun 2021 dibandingkan dengan target yang telah ditetapkan dalam *Key Performance Indicator* (KPI) dan RKAP tahun 2021, Perseroan berhasil mencapai nilai 95,83% dari total keseluruhan target yang telah dicanangkan.

Performance Evaluation of the Board of Directors Based on GCG Assessment

The Company also assess GCG implementation on the Board of Directors in accordance with the assessment criteria on the aspect of the Board of Directors which refers to the Decree of the Secretary of the Minister of BUMN No. SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises.

Procedures and Parties Conducting the Assessment

The Board of Directors's performance is assessed using the self-assessment method with determined indicators and criteria. The Board of Directors is accountable for its performance during the 2021 period at the GMS which will be held in 2022.

Assessment of GCG implementation on the Board of Directors is also carried out annually. In 2021, the Company carried out the assessment with the Internal Audit as executor, accompanied by an Independent Consultant through several stages, including: submission of necessary documents, filling out a questionnaire, and analysis of the documents.

Assessment Score on Each Criteria

A. Based on KPI Achievement

Overall, when comparing the results achieved in the performance in 2021 compared to the targets set in the Key Performance Indicators (KPI) and RKAP in 2021, the Company managed to achieve a score of 95.83% of the total targets that have been set.

Penilaian Dewan Komisaris dan Direksi

Assessment of the Board of Commissioners and the Board of Directors

Rinciannya disampaikan dalam tabel berikut ini:

The details are presented in the following table:

No.	Key Performance Indicator	Satuan Unit	Target RKAP RKAP Target	Polaritas Polarity	Bobot Weight		Pencapaian 2021 Achievement 2021		
							Nilai Value	%	Bobot Weight
					Sub	Total			
A	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia					50			
	Finansial Financial								
1	Ekspansi Berkesinambungan Sustainable Expansion				10				
	EBITDA	Rp Miliar Rp Billion	553	Maximize	5		446	81%	4,04
	Cash from Operation	Rp Miliar Rp Billion	294	Maximize	5		375	110%	5,50
2	Return on Investment Capital (ROIC) ≥ WACC	Nilai Value	Positif Positive	Maximize	3		(4,74)	0%	0,00
3	Posisi Keuangan yang Sustainable Sustainable Financial Position				10				
	Interest Bearing Debt to Invested Capital	Kali (x) Times (x)	0,32	Minimize	5		0,34	95%	4,77
	Interest Bearing Debt to EBITDA	Kali (x) Times (x)	2,96	Minimize	5		3,90	68%	3,41
	Operasional Operational								
4	External Customer Satisfaction Index	Skala Nilai Value Scale	3,85	Maximize	5	5	4,10	106%	5,32
5	Overall Equipment Effectiveness (OEE)	%	85	Maximize	5	5	91	107%	5,34
6	Production Cost per Ton (COGS/ton)	Rp/ton	457.658	Minimize	5	5	488.091	93%	4,67
7	Capacity Utilization Rate	%	55	Maximize	5	5	50,9	93%	4,63
	Sosial Social								
8	Thermal Substitution Rate	%	0,1	Maximize	2	2	0,84	110%	2,20
9	Hazardous Waste Material Reuse (Gross Added Value)	Rp Miliar Rp Billion	42	Maximize	5	5	51	110%	5,50
B	Inovasi Model Bisnis Business Model Innovation					10			
1	Transaksi Digital Platform terhadap Total Revenue Digital Transaction Platform to Total Revenue	%	0,05	Maximize	5		0,22	110%	5,50
2	Downstream Business Contribution to Total Revenue	%	1,33	Maximize	5		1,76	110%	5,50
C	Kepemimpinan Teknologi Technology Leadership					10			
1	Selesai Tahap EPC Intelligence Process Control System Completion of EPC Stage of Intelligence Process Control System	Waktu Time	Desember 2021 December 2021	Minimize	5		Nop 2021 Nov 2021	100%	5,00
2	Selesai Tahap Engineering Predictive Maintenance Berbasis Artificial Intelligence Completion of Engineering Stage of Artificial Intelligence-Based Predictive Maintenance	Waktu Time	Desember 2021 December 2021	Minimize	5		Nop 2021 Nov 2021	100%	5,00
D	Peningkatan Investasi Investment Energize					15			
1	Realisasi Investasi Investment Realization	%	100	Maximize	7		77	77%	5,38
2	Good Corporate Governance (GCG) Score	Nilai	93	Maximize	8		93,85	101%	8,07



No.	Key Performance Indicator	Satuan Unit	Target RKAP RKAP Target	Polaritas Polarity	Bobot Weight	Pencapaian 2021 Achievement 2021		
						Nilai Value	%	Bobot Weight
E	Pengembangan Talenta	Talent Development				15		
1	Training Hours	Jam/karyawan/tahun Hour/employee/year	20	Maximize	5	39,26	110%	5,50
2	Perempuan dalam <i>nominated talent</i> Women in Nominated Talent	%	10	Maximize	5	10	100%	5,00
3	Milenial (< 40 tahun) dalam <i>top talent</i> Millenial (< 40 years) in Top Talent	%	10	Maximize	5	20	110%	5,50
					100	95,83		

B. Berdasarkan Skor Assessment GCG

Berdasarkan *assessment* GCG yang dilakukan pada aspek Direksi, skor yang dicapai adalah 34,806 dari bobot sebesar 35,000 atau setara dengan persentase pencapaian sebesar 99,45% yang berarti bahwa secara umum penerapan GCG untuk aspek Direksi telah berjalan dengan baik. Berikut penjelasan hasil *self assessment* atas kinerja Direksi:

B. Based on GCG Assessment Score

Based on the GCG assessment on the aspects of the Board of Directors, the score is 34.806 out of a weight of 35,000 or equivalent to the percentage of achievement of 99.45% which means that in general the implementation of GCG in the aspects of the Board of Directors has been running excellently. The following is an explanation of the results of the self-assessment on the performance of the Board of Directors:

No.	Aspek Pengujian/Indikator/Parameter Test Aspect/Indicator/Parameter	Jumlah Parameter Number of Parameters	Bobot (%) Weight (%)	Capaian tahun 2021 2021 Achievement	
				Skor Score	Capaian (%) Achievement
1	Direksi melaksanakan program pelatihan/pembelajaran secara berkelanjutan. The Board of Directors carries out training/learning programs on an ongoing basis.	2	1,089	1,089	100,00
2	Direksi melakukan pembagian tugas/fungsi, wewenang dan tanggung jawab secara jelas. The Board of Directors takes on clear division of duties/functions, authorities and responsibilities.	3	1,867	1,867	100,00
3	Direksi menyusun perencanaan perusahaan. The Board of Directors prepares the Company Plans	5	4,044	4,044	100,00
4	Direksi berperan dalam pemenuhan target kinerja perusahaan. The Board of Directors plays a role in meeting the Company's performance targets.	11	8,089	8,089	100,00
5	Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan perusahaan. The Board of Directors exercises operational and financial controls on the implementation of company plans and policies.	4	3,266	3,266	100,00
6	Direksi melaksanakan pengurusan perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan anggaran dasar. The Board of Directors carries out management of the Company in accordance with the applicable laws and regulations and the articles of association.	2	0,778	0,778	100,00
7	Direksi melakukan hubungan yang bernilai tambah bagi perusahaan dan <i>Stakeholders</i> . The Board of Directors conducts value-added relations for the Company and its stakeholders.	8	6,689	6,611	98,84
8	Direksi memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi. The Board of Directors monitors and manages potential conflicts of interest for members of the Board of Directors and management under the Board of Directors.	2	1,089	1,089	100,00

No.	Aspek Pengujian/Indikator/Parameter Test Aspect/Indicator/Parameter	Jumlah Parameter Number of Parameters	Bobot (%) Weight (%)	Capaian tahun 2021 2021 Achievement	
				Skor Score	Capaian (%) Achievement
9	Direksi memastikan perusahaan melaksanakan keterbukaan informasi dan komunikasi sesuai peraturan perundang-undangan yang berlaku dan penyampaian informasi kepada Dewan Komisaris/Dewan Pengawas dan pemegang saham tepat waktu. The Board of Directors ensures that the Company carries out information and communication disclosures in accordance with applicable laws and regulations and submits information to the Board of Commissioners/Supervisory Board and shareholders on time.	2	1,089	1,089	100,00
10	Direksi menyelenggarakan rapat Direksi dan menghadiri rapat Dewan Komisaris/Dewan Pengawas sesuai dengan ketentuan perundang-undangan. The Board of Directors holds Board of Directors meetings and attends Board of Commissioners/Supervisory Board meetings in accordance with statutory provisions.	5	1,556	1,556	100,00
11	Direksi wajib menyelenggarakan pengawasan intern yang berkualitas dan efektif. The Board of Directors is obliged to carry out quality and effective internal supervision.	3	1,711	1,595	93,19
12	Direksi menyelenggarakan fungsi Sekretaris Perusahaan yang berkualitas dan efektif. The Board of Directors performs the functions of the Corporate Secretary of quality and effectively.	3	1,711	1,711	100,00
13	Direksi menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai dengan peraturan perundang-undangan. The Board of Directors holds the Annual GMS and other GMS in accordance with the laws and regulations.	2	2,022	2,022	100,00
Total		52	35,000	34,806	99,45

Rekomendasi Hasil Penilaian

1. Direksi sebaiknya terus mengupayakan pencapaian kinerja perusahaan sesuai dengan target RKAP dan KPI yang ditetapkan dalam upaya untuk meningkatkan nilai Pemegang saham secara konsisten dan berkelanjutan.
2. *Division* Internal Audit sebaiknya dapat memastikan rencana kerja program pengembangan auditor yang sifatnya pelatihan baik dalam rangka pengembangan kapasitas maupun dalam rangka program sertifikasi profesi dapat dijalankan sesuai rencana kerja yang telah ditetapkan.
3. Direksi sebaiknya terus mengupayakan peningkatan pencapaian hasil penilaian dalam *Annual Report Award* (ARA) dengan memperhatikan rekomendasi hasil penilaian Dewan Juri *Annual Report Award* yang telah diberikan.
4. Direksi sebaiknya dapat mempertimbangkan menyusun Laporan Keberlanjutan (*Sustainability Report*) dan berpartisipasi mengikuti *Sustainability Report Award* dalam upaya untuk membangun reputasi Perseroan sebagai *Corporate Citizen* dan meningkatkan strategi keberlanjutan Perseroan.

Recommendations from Assessment Results

1. The Board of Directors is encouraged to continuously strive to improve the Company's performance in accordance with the RKAP and KPI targets to increase shareholder value consistently and sustainably.
2. The Internal Audit Division should be able to ensure that auditor development programs that are training in nature, either for capacity development or for professional certification, can be carried out according to the work plan.
3. The Board of Directors should continue to improve the results of the assessment in the Annual Report Award (ARA) by taking into account the recommendations given by the jury of the Annual Report Award.
4. The Board of Directors should consider preparing a Sustainability Report and participating in the Sustainability Report Award in an effort to build the Company's reputation as a good Corporate Citizen and to improve the Company's sustainability strategy.



Nominasi Dewan Komisaris dan Direksi

Nomination of the Board of Commissioners and the Board of Directors

Kebijakan & Prosedur Nominasi Dewan Komisaris

Mekanisme nominasi Dewan Komisaris Perseroan mengacu kepada Peraturan Menteri BUMN Nomor: PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara beserta perubahannya sesuai Peraturan Menteri BUMN Nomor: PER-10/MBU/10/2020. Maka sumber bakal calon Dewan Komisaris/Dewan Pengawas BUMN berasal dari:

1. Mantan Direksi BUMN;
2. Dewan Komisaris/Dewan Pengawas BUMN;
3. Pejabat Struktural dan Pejabat Fungsional Pemerintah;
4. Sumber lain.

Bakal calon Dewan Komisaris yang akan ditetapkan menjadi calon Dewan Komisaris juga harus memenuhi persyaratan formal, persyaratan materiil dan persyaratan lain yang ditetapkan dalam PER-02/MBU/02/2015 sebagaimana terakhir diubah dengan PER-10/MBU/10/2020 serta Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Evaluasi pemenuhan Persyaratan Formal dan Persyaratan Lain dilakukan oleh Deputi sedangkan Penilaian pemenuhan Persyaratan Materiil, dilakukan oleh tim yang dibentuk oleh Menteri BUMN.

Bagi calon Dewan Komisaris yang telah dinyatakan memenuhi Persyaratan Formal dan Persyaratan Lain serta telah dilakukan Penilaian dengan kriteria "Disarankan", dapat ditetapkan menjadi anggota Dewan Komisaris. Sebelum ditetapkan menjadi anggota Dewan Komisaris, yang bersangkutan harus menandatangani surat pernyataan mengundurkan diri dari jabatan lain yang dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris terhitung sejak yang bersangkutan diangkat menjadi anggota Dewan Komisaris (jika ada).

Anggota Dewan Komisaris/Dewan Pengawas terpilih menandatangani surat pernyataan yang berisi kesanggupan untuk menjalankan tugas dengan baik dan bersedia diberhentikan sewaktu-waktu berdasarkan pertimbangan Menteri/RUPS.

Policy & Procedures of Nomination of the Board of Commissioners

The nomination mechanism of the company Board of Commissioners refers to the Regulation of the Minister of SOE's No. PER-02/MBU/02/2015 on the Requirements and Procedures of Appointment and Dismissal of Members of the Board of Commissioners and the Supervisory Board of State-Owned Enterprises and its amendments in accordance with the Regulation of the Minister of SOE's No. : PER-10/MBU/10/2020. Thus, the sources of candidate members of the Board of Commissioners/Supervisory Board of BUMN are as follows:

1. Former Board of Directors of BUMN
2. Board of Commissioners/Supervisory Board of BUMN
3. Government Structural Positions and Functional Positions
4. Other

Candidate members of the Board of Commissioners to be confirmed as candidates of the Board Members of the Board of Commissioners must also fulfill the formal requirements, material requirements and other requirements as set forth in PER-02/MBU/02/2021 as last amended with PER-10/MBU/10/2020 as well as Regulation of the Financial Services Authority No. 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies. Evaluation on the fulfillment of Formal Requirements and Other Requirements is conducted by the Deputy while Evaluation on fulfilling Material Requirements is conducted by the team formed by the Minister of SOE's.

Candidates for members of the Board of Commissioners who been confirmed to have met the Formal Requirements and have been assessed with "Recommended" criteria, may be appointed as members of the Board of Commissioners. Prior to being appointed as members of the Board of Commissioners, the person/s concerned must sign a statement of resignation from other positions prohibited for serving concurrently as members of the Board of Commissioners starting from the moment of appointment as member of the Board of Commissioners (if any).

Selected members of the Board of Commissioners/Supervisory Board sign statement letter containing their ability to carry out their duties properly and are willing to be dismissed at any time based on the consideration of the Minister/GMS.

Nominasi Dewan Komisaris dan Direksi

Nomination of the Board of Commissioners and the Board of Directors

Kebijakan & Prosedur Nominasi Direksi

Mekanisme nominasi Direksi Perseroan mengacu kepada Peraturan Menteri BUMN Nomor : PER-11/MBU/07/2021 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara. Sumber Talenta Direksi BUMN berasal dari:

1. Talenta Kementerian BUMN;
 - a. Eselon I;
 - b. Eselon II;
 - c. Eselon III;
 - d. Pejabat Fungsional sekurang-kurangnya setara Eselon III.
2. Talenta BUMN
 - a. Direksi BUMN;
 - b. Pejabat satu tingkat di bawah Direksi BUMN; dan/atau;
 - c. Direksi pada anak perusahaan BUMN/ perusahaan patungan BUMN yang berkontribusi signifikan dan/atau bernilai strategis bagi BUMN.
3. Talenta Eksternal.

Bakal calon Direksi yang akan ditetapkan menjadi calon Direksi juga harus memenuhi persyaratan formal dan persyaratan lain yang ditetapkan dalam PER-11/MBU/07/2021 serta Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan telah lulus Uji Kelayakan dan Kepatan.

Kandidat yang telah dinyatakan lulus Uji Kelayakan dan Kepatan harus menandatangani Kontrak Manajemen sebelum ditetapkan pengangkatannya sebagai anggota Direksi. Anggota Direksi terpilih menandatangani surat pernyataan yang berisi kesanggupan untuk menjalankan tugas dengan baik dan bersedia diberhentikan sewaktu-waktu berdasarkan pertimbangan Menteri/RUPS.

Policies & Procedures on Nomination of the Board of Directors

The nomination mechanism of the Company Board of Directors refers to the Regulation of Minister of SOE's No. PER-11/MBU/07/2021 on the Requirements, Procedures of Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises. Sources of Talents for BUMN Board of Directors are as follows:

1. Talents of the Ministry of BUMN;
 - a. Echelon I;
 - b. Echelon II;
 - c. Echelon III;
 - d. Function Positions of at least equivalent to Echelon III
2. Talents of BUMN
 - a. SOE's Directors;
 - b. An official one level below the SOE's Board of Directors; and/or
 - a. Directors in SOE's subsidiaries/SOE's joint ventures that contribute significantly and/or have strategic value for SOE's.
3. External Talents

Prospective candidates for the Board of Directors must meet the Formal Requirements and Other Requirements stipulated in PER-11/MBU/07/2021 as well as the Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies and have passed the Fit and Proper Test.

Candidates who have passed the Fit and Proper Test must sign a Management Contract prior to their appointment as members of the Board of Directors. Elected members of the Board of Directors sign a statement containing their ability to carry out their duties properly and are willing to be dismissed at any time based on the consideration of the Minister/GMS



Remunerasi Dewan Komisaris dan Direksi

Remuneration of The Board of Commissioners and The Board of Directors

Perseroan memberikan remunerasi kepada Dewan Komisaris maupun Direksi sebagai wujud penghargaan atas profesionalisme serta integritas dalam pengelolaan dan pengawasan terhadap Perseroan. Penetapan remunerasi Dewan Komisaris dan Direksi Perseroan mengacu pada Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tentang Perubahan Keenam Atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara dan Surat Keputusan Menteri BUMN Nomor: SK-324/MBU/10/2021 tanggal 1 Oktober 2021 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2021.

The Company provides remuneration to the Board of Commissioners and Directors as a form of appreciation for their professionalism and integrity in the management and supervision of the Company. Determining the remuneration for the Board of Commissioners and the Board of Directors of the Company refers to the Regulation of the Minister of BUMN No. PER-13/MBU/09/2021 concerning the Sixth Amendment to the Regulation of the Minister of BUMN Number PER-04/MBU/2014 Guidelines for Determining the Remuneration of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises and Decree of the Minister of BUMN Number: SK-324/MBU/10/2021 dated 1 October 2021 on Determining the 2021 Remuneration for the Board of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises.

Prosedur Pengusulan Remunerasi bagi Dewan Komisaris dan Direksi

Perseroan memiliki kebijakan prosedur pengusulan remunerasi Dewan Komisaris dan Direksi yang dijelaskan sebagai berikut:

Procedures of Proposing Remuneration for the Board of commissioners and the Board of Directors

The Company has the policies and procedures of proposing the remuneration of the Board of Commissioners and the Board of Directors are explained in the following diagram:



Remunerasi Dewan Komisaris dan Direksi

Remuneration of the Board of Commissioners and the Board of Directors

Adapun mekanisme pengusulan remunerasi bagi Dewan Komisaris dan Direksi adalah sebagai berikut:

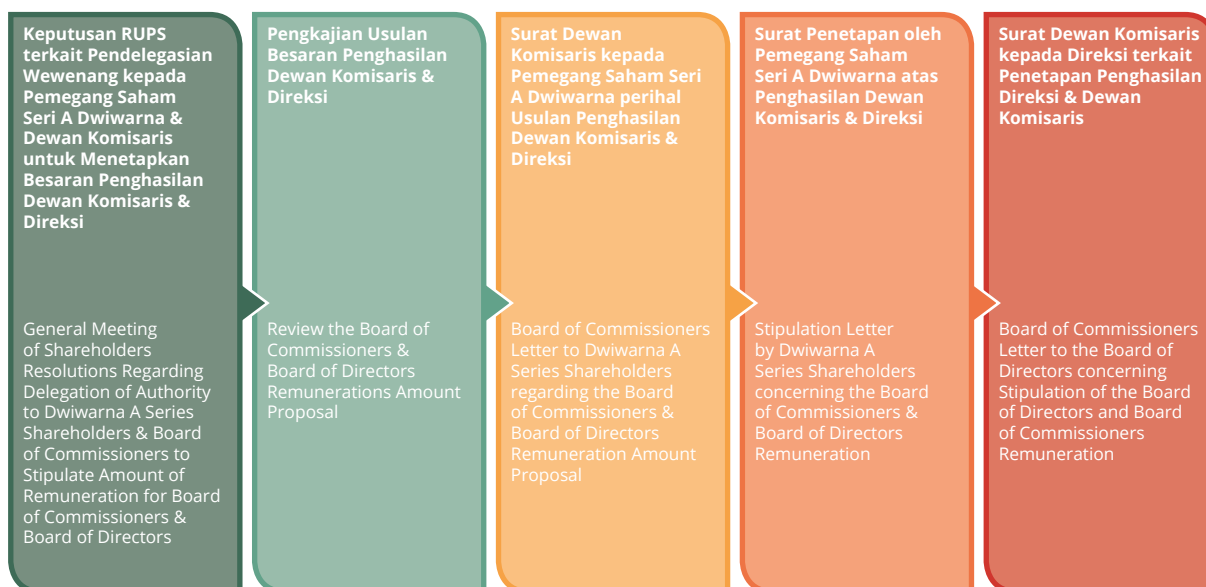
- Dewan Komisaris melakukan penelaahan atas remunerasi yang diberikan di pasar untuk pekerjaan yang bersangkutan pada perusahaan lainnya dengan bidang usaha dan status yang sama.
- Dengan memperhitungkan kinerja usaha Perseroan dan kontribusi masing-masing individu, kemudian dilakukan pembahasan oleh Dewan Komisaris untuk menyiapkan rekomendasi.
- Usulan remunerasi dari Dewan Komisaris disampaikan kepada pemegang saham untuk pembahasan dan persetujuan dalam RUPS.

The mechanism to recommend remuneration for the Board of Commissioners and the Board of Directors is as follows:

- The Board of Commissioners reviews the level of remuneration in the market for the job concerned at other companies with the same line of business and status.
- Taking into account the Company's business performance and the contribution of each individual, the Board of Commissioners then conducts discussions to prepare recommendations.
- The remuneration proposal from the Board of Commissioners is submitted to the shareholders for discussion and approval at the GMS.

Prosedur Penetapan Remunerasi Bagi Dewan Komisaris dan Direksi

Procedures of Establishing Remuneration for the Board of Commissioners and the Board of Directors



Proses penetapan remunerasi didasarkan kajian dengan memperhatikan hal-hal antara lain:

- Hasil kinerja keuangan dan pemenuhan cadangan sebagaimana diatur dalam peraturan perundang-undangan yang berlaku.
- Kewajaran dengan *peer group*,
- Pertimbangan sasaran dan strategi jangka panjang Perseroan.

The process of determining the remuneration is based on studies with taking into account, among others, on the following:

- Financial performance results and fulfillment of reserves as stipulated in the prevailing laws and regulations,
- Fairness with *peer group*,
- Consideration of the Company's long-term goals and strategies.

Perseroan memberikan penghargaan yang layak berupa penghasilan yang memberikan motivasi kepada Dewan Komisaris dan Direksi atas kontribusinya terhadap Perseroan. Pemberian remunerasi Dewan Komisaris dan Direksi tidak hanya didasarkan kepada *Key Performance Indicator* (KPI) tahunan, tetapi juga pencapaian jangka pendek maupun panjang sebagai hasil dari sistem yang telah dibangun.

The Company provides appropriate awards in the form of income that motivates the Board of Commissioners and Directors for their contribution to the Company. Remuneration for the Board of Commissioners and Directors is not only based on the annual Key Performance Indicator (KPI), but also on short and long-term achievements as a result of the system that has been built.



Dewan Komisaris menyampaikan usulan tersebut kepada Kementerian BUMN selaku Pemegang Saham Seri A Dwiwarna melalui surat Nomor S-12/DK-SB/VI/2021 tanggal 27 April 2021 perihal Usulan Remunerasi Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk. Persetujuan Pemegang Saham Seri A Dwiwarna diberikan berdasarkan surat Nomor SR-62/Wk2.MBU.D/10/2021 tanggal 04 Oktober 2021 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2021 yang ditujukan kepada Direksi dan Dewan Komisaris.

Remunerasi Dewan Komisaris dan Direksi PT Semen Baturaja (Persero) Tbk Tahun 2021 diusulkan kepada RUPS Tahunan pada tanggal 27 Mei 2021 dengan mata acara keempat yaitu Penetapan Tantiem untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 dan Penghasilan Direksi dan Dewan Komisaris untuk Tahun Buku 2021. Adapun hasil keputusan RUPST tersebut sebagai berikut:

1. Memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2020, serta menetapkan honorarium, tunjangan, dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2021.
2. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk Tahun Buku 2020, serta menetapkan gaji, tunjangan, fasilitas dan insentif lainnya bagi Direksi untuk tahun 2021.

Berdasarkan keputusan RUPS Tahun Buku 2020 tersebut, Pemegang Saham menyetujui terkait usulan tersebut di atas. Dengan mengacu pada keputusan RUPS dan Peraturan Menteri Negara BUMN Nomor: PER-04/MBU/2014 tanggal 10 Maret 2014 sebagaimana beberapa kali diubah terakhir dengan PER-13/MBU/09/2021 tanggal 24 September 2021 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara pada Bab I Pendahuluan, butir E. Prinsip Dasar dan Surat Keputusan Menteri BUMN Nomor: SK-324/MBU/10/2021 tanggal 1 Oktober 2021 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2021, yang mengatur antara lain:

1. Penetapan penghasilan yang berupa gaji atau honorarium, tunjangan dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan Perseroan, dan faktor-

The Board of Commissioners submitted the proposal to the Ministry of SOE's as Series A Dwiwarna Shareholder through letter Number S-12/DK-SB/VI/2021 dated 27 April 2021 regarding the Proposed Remuneration for the Board of Directors and Board of Commissioners of PT Semen Baturaja (Persero) Tbk. The approval of the Shareholders of Series A Dwiwarna Shares is given based on letter No. SR-62/Wk2.MBU.D/10/2021 dated 4 October 2021 on regarding Determining the Income of the Board of Directors and the Board of Commissioners of PT Semen Baturaja (Persero) Tbk in 2021, addressed to the Board of Directors and the Board of Commissioners.

Remuneration for the Board of Commissioners and the Board of Directors of the Company in 2021 is proposed to the Annual General Meeting of Shareholders on 27 May 2021 with the fourth agenda, namely Determining the Tantiem for the Board of Directors and Board of Commissioners of the Company for the 2020 Financial Year and Income for the Board of Directors and Board of Commissioners for the 2021 Fiscal Year. The resolutions of the Annual GMS are as follows:

1. Provide the authority and power to the Shareholders of Series A Dwiwarna Shares to determine the amount of tantiem for the 2020 Fiscal Year and determine the honorarium, allowances and facilities for members of the Board of Commissioners for 2021.
2. Granting the authority and power to the Board of Commissioners by first obtaining written approval from the Shareholders of Series A Dwiwarna Shares to determine the amount of tantiem for the 2020 Fiscal Year and determine the salary, allowances, facilities and other incentives for the Board of Directors for 2021.

Based on the decision of the GMS for the 2020 Fiscal Year, the Shareholders agreed to the above proposal. With reference to the resolutions of the GMS and the Regulation of the Minister of State for SOEs No. PER-04/MBU/2014 dated 10 March 2014 as amended several times, most recently by PER-13/MBU/09/2021 dated 24 September 2021 concerning the Guidelines for Determining the Income for the Board of Directors, the Board of Commissioners, and the Supervisory Board for State-Owned Enterprises in Chapter I Introduction, point E. Basic Principles and Decree of the Minister of SOE's No. SK-324/MBU/10/2021 dated 1 October 2021 on Determining the Income for the Board of Directors, Board of Commissioners, and Board of Supervisors of State-Owned Enterprises in 2021, which regulates, among others, as follows:

1. Determining the income in the form of salaries or honorarium, allowances and facilities are permanent in nature by taking into account the factors of business scale, business complexity factors, inflation rates, the Company's financial

Remunerasi Dewan Komisaris dan Direksi

Remuneration of the Board of Commissioners and the Board of Directors

faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan.

2. Penetapan penghasilan yang berupa tantiem/ insentif kinerja yang bersifat variabel (*merit rating*) dilakukan dengan mempertimbangkan factor kinerja dan kemampuan keuangan Perseroan, serta faktor-faktor lain yang relevan.
3. Yang dimaksud faktor-faktor lain yang relevan, termasuk di antaranya adalah tingkat penghasilan yang berlaku umum dalam industri yang sejenis.

Dasar Penetapan

Dasar penetapan remunerasi Dewan Komisaris dan Direksi mengacu pada Surat Menteri Badan Usaha Milik Negara RI surat Nomor SR-62/Wk2. MBU.D/10/2021 tanggal 4 Oktober 2021 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2021 pada komponen Gaji/Honorarium, Tunjangan dan Fasilitas ditetapkan sebagai berikut:

Komponen Remunerasi

Component of Remuneration

Dewan Komisaris Board of the Commissioners		Direksi Board of the Directors	
Komponen Component	Keputusan Keputusan	Komponen Component	Keputusan Keputusan
Gaji/Honorarium Salary/Honorarium	- Honorarium Komisaris Utama ditetapkan sebesar 45% dari Gaji Direktur Utama. - Honorarium Anggota Dewan Komisaris ditetapkan sebesar 90% dari Honorarium Komisaris Utama. - The President Commissioner's honorarium is set at 45% of the President Director's salary. - Honorarium for the members of the Board of Commissioners is set at 90% of the Honorarium for the President Commissioner.	Gaji Salary	- Gaji Direktur Utama ditetapkan sebesar Rp181.000.000 (seratus delapan puluh satu juta rupiah) per bulan. - Gaji Anggota Direksi lainnya ditetapkan sebesar 85% dari gaji Direktur Utama. - The President Director's salary is set at Rp181,000,000 (one hundred and eighty one million rupiah) per month. - The salaries of other members of the Board of Directors are set at 85% of the salary of the President Director.
Tunjangan Allowance			
Tunjangan Hari Raya Keagamaan Religious holiday allowance	1 (satu) kali Honorarium 1 (one) time Honorarium	Tunjangan Hari Raya Keagamaan Religious holiday allowance	1 (satu) kali gaji 1 (one) time salary
Asuransi Purna Jabatan Post-Employment Insurance	Premi yang ditanggung oleh Perseroan sebesar 25% dari Gaji dalam 1 Tahun The premium borne by the Company is 25% of the salary in 1 year	Asuransi Purna Jabatan Post-Employment Insurance	Premi yang ditanggung oleh Perseroan sebesar 25% dari Gaji dalam 1 Tahun The premium borne by the Company is 25% of the salary in 1 year
Tunjangan Transportasi Transportation Allowance	20% dari Honorarium per bulan 20% of Honorarium per month	Tunjangan Perumahan Housing Allowance	Rp25.000.000 per bulan Rp25,000,000 per month
Fasilitas Facilities			
Fasilitas Kesehatan Medical facility	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (<i>at cost</i>) In the form of health insurance or reimbursement of medical expenses (<i>at cost</i>).	Fasilitas Kendaraan Vehicle Facilities	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perseroan 1 (one) unit along with maintenance costs and operational costs, taking into account the financial condition of the Company
Fasilitas Bantuan Hukum Legal Assistance	Sebesar pemakaian (<i>at cost</i>) at cost	Fasilitas Kesehatan Medical facility	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (<i>at cost</i>) In the form of health insurance or reimbursement of medical expenses (<i>at cost</i>).
		Fasilitas Bantuan Hukum Legal Assistance	Sebesar pemakaian (<i>at cost</i>) at cost

condition and capacity, and other relevant factors, and may not conflict with regulations.

2. Determined income in the form of tantiem/ performance incentives that are variable (*merit rating*) is carried out by taking into account the performance factors and financial capacity of the Company, as well as other relevant factors.
3. The abovementioned relevant factors, among others, include the level of income that is generally accepted in similar industries.

Basis of Determining Remuneration

The basis for determining the remuneration of the Board of Commissioners and the Board of Directors refers to the Letter of the Minister for State-Owned Enterprises of the Republic of Indonesia No. SR-62/Wk2. MBU.D/10/2021 dated 4 October 2021 on Determining the Income of the Board of Directors and the Board of Commissioners of PT Semen Baturaja (Persero) Tbk in 2021 for the components on Salary/Honorarium, Allowance and Facility are as follows:



Remunerasi Dewan Komisaris

Struktur Remunerasi

Struktur remunerasi Dewan Komisaris berupa gaji, tunjangan dan fasilitas yang bersifat tetap. Remunerasi untuk masing-masing Anggota Dewan Komisaris dapat berbeda sesuai dengan tugas dan tanggung jawab setiap Komisaris. Jumlah total remunerasi yang diterima oleh anggota Dewan Komisaris dilaporkan oleh Perseroan dalam RUPS.

Berikut rincian mengenai struktur remunerasi masing-masing Dewan Komisaris Perseroan pada tahun 2021:

Remuneration of the Board of Commissioners

Remuneration Structure

The structure of the Board of Commissioners' remuneration consists of a fixed salary, allowances and facilities. Remuneration for each Member of the Board of Commissioners may differ according to the duties and responsibilities of each Commissioner. The total amount of remuneration received by members of the Board of Commissioners is reported by the Company at the GMS.

Details regarding the structure of each month's remuneration for the Board of Commissioners of the Company are described in the following table:

(dalam Rp | in Rp)

Uraian Struktur Structural Description	Franciscus M.A. Sibarani	Oke Nurwan	Darusman Mawardi	Chowadja Sanova	Endang Tirtana
Gaji per Bulan Salary per month	81.450.000	73.305.000	73.305.000	73.305.000	73.305.000
Tunjangan Hari Raya Feast Day Allowance	81.450.000	73.305.000	73.305.000	73.305.000	73.305.000
Tunjangan per Bulan Benefits per month	16.290.000	14.661.000	14.661.000	14.661.000	14.661.000

Bonus Kinerja

Dewan Komisaris juga menerima bonus kinerja berupa tantiem dan insentif kinerja yang bersifat variabel (*merit rating*) yang diberikan dengan mempertimbangkan faktor kinerja dan kemampuan keuangan Perseroan serta faktor-faktor lain yang relevan. Besaran tantiem yang diberikan kepada Dewan Komisaris ditetapkan sesuai dengan kinerja Perseroan dan ketercapaian KPI untuk Dewan Komisaris.

Berikut adalah pendapatan tantiem (setelah pajak) Dewan Komisaris Perseroan pada tahun 2021.

Performance Bonus

The Board of Commissioners also receives performance bonuses in the form of tantiem and performance incentives that are variable in nature (*merit rating*) and is given with consideration of the performance factors and financial capacity of the Company as well as other relevant factors. The amount of tantiem given to the Board of Commissioners is determined according to the Company's performance and KPI achievements for the Board of Commissioners.

The following is the tantiem income (after tax) of the Board of Commissioners of the Company in 2021.

Nama Name	Nilai Tantiem (Rp) Tantiem Nominal Value of (Rp)
Franciscus M.A. Sibarani	68.502.427
Oke Nurwan	147.266.694
Darusman Mawardi	147.266.694
Chowadja Sanova*	-
Endang Tirtana	61.712.404

*efektif mulai menjabat pada 27 Mei 2021 | *effective position as of 27 May 2021*

Remunerasi Dewan Komisaris dan Direksi

Remuneration of the Board of Commissioners and the Board of Directors

Remunerasi Direksi

Pengungkapan Indikator untuk Penetapan Remunerasi Direksi

Seperti yang diungkapkan sebelumnya yakni berdasarkan keputusan RUPS Tahun Buku 2020 dan peraturan mengenai remunerasi yang dikeluarkan oleh Kementerian BUMN, penetapan remunerasi Direksi menggunakan indikator sebagai berikut:

1. Skala usaha
2. Faktor Kompleksitas usaha
3. Tingkat inflasi
4. Kondisi dan kemampuan keuangan Perseroan
5. Faktor-faktor lain yang relevan, termasuk di antaranya tingkat penghasilan yang berlaku umum dalam industri yang sejenis.
6. Tidak boleh bertentangan dengan peraturan perundang-undangan

Hubungan antara Remunerasi Direksi dengan Kinerja Perusahaan

Dalam menetapkan remunerasi Direksi, telah dilakukan kajian dengan memperhatikan aspek kinerja Perseroan, antara lain:

- Hasil kinerja keuangan dan pemenuhan cadangan sebagaimana diatur dalam peraturan Perundang-undangan yang berlaku.
- Kewajaran dengan *peer group*.
- Pertimbangan sasaran dan strategi jangka panjang Perseroan.
- Pencapaian jangka pendek maupun panjang sebagai hasil dari sistem yang telah dibangun.

Struktur Remunerasi

Struktur remunerasi Direksi berupa gaji, tunjangan dan fasilitas yang bersifat tetap. Remunerasi untuk masing-masing Direksi dapat berbeda sesuai dengan tugas dan tanggung jawab setiap Direksi. Jumlah total remunerasi yang diterima masing-masing Direksi dilaporkan oleh Perseroan dalam RUPS.

Remuneration of the Board Directors

Disclosure of Indicator for Determining the Remuneration of the Board of Directors

As previously disclosed, based on the GMS Resolution of Fiscal Year 2020 and the regulations on remuneration issued by the Ministry of SOE's, determining the remuneration of the Board of Directors uses the indicators as follow:

1. Business Scale
2. Business complexity Factor
3. Rate of Inflation
4. Financial condition and capability of the Company
5. Other relevant factors, including the level of remuneration generally applicable in similar industries
6. Not in contradiction/conflict to the laws and regulations

Relations between Remuneration of the Board of Directors with the Company's Performance

In determining the remuneration of the Board of Directors, a study was undertaken by taking into account the aspect of the Company's performance, among others are as follows:

- Financial performance results and fulfillment of reserves as stipulated in the prevailing laws and regulations,
- Fairness with peer groups,
- The Company's long-term goals and strategies
- Short and long term achievements as a result of the system that has been built.

Remuneration Structure

The remuneration structure of the Board of Directors is in the form of permanent salaries, allowances and facilities. Remuneration for each member of the Board of Directors may vary according to the duties and responsibilities. The total amount of remuneration received by each member of the Board of Directors is reported by the Company at the GMS.



Berikut rincian mengenai struktur remunerasi masing-masing Direksi Perseroan pada tahun 2021.

Details regarding the monthly remuneration structure of each member of the Board of Directors of the Company are described in the following table.

(dalam Rp | in Rp)

Uraian Struktur Structural Description	Jobi Triananda Hasjim	Mukhamad Saifudin	Daconi	M. Jamil	Amrullah
Gaji per Bulan Salary per month	181.000.000	153.850.000	153.850.000	153.850.000	153.850.000
Tunjangan Hari Raya Feast Day Allowance	181.000.000	153.850.000	153.850.000	153.850.000	153.850.000
Tunjangan per Bulan Benefits per month	25.000.000	25.000.000	25.000.000	25.000.000	-

Bonus Kinerja

Direksi juga menerima bonus kinerja berupa tantiem dan insentif kinerja yang bersifat variabel (*merit rating*) yang diberikan dengan mempertimbangkan faktor kinerja dan kemampuan keuangan Perseroan serta faktor-faktor lain yang relevan. Besaran tantiem yang diberikan kepada anggota Direksi ditetapkan sesuai dengan kinerja Perseroan dan ketercapaian KPI untuk Direksi.

Performance Bonus

The Board of Directors also receives performance bonuses in the form of bonuses and performance incentives that are variable in nature (*merit rating*) which are given taking into account the performance factors and the Company's financial capacity as well as other relevant factors. The amount of tantiem given to members of the Board of Directors is determined according to the Company's performance and KPI achievements for the Board of Directors.

Berikut adalah pendapatan tantiem (setelah pajak) masing-masing Direksi Perseroan pada tahun 2021.

Following is the tantiem income of members of the Board of Directors in 2021.

Nama Name	Nilai Tantiem (Rp) Tantiem Nominal Value of (Rp)
Jobi Triananda Hasjim	362.736.760
Daconi	308.416.575
Mukhamad Saifudin	128.858.187
Amrullah	308.416.575
M. Jamil	308.416.575

Kompensasi Jangka Panjang

Perseroan tidak memberikan kompensasi jangka panjang kepada Dewan Komisaris dan Direksi.

Long-Term Compensation

The Company does not provide long-term compensation to the Board of Commissioners and the Board of Directors.

Sekretariat Dewan Komisaris

Secretariat of The Board of Commissioners

Sekretariat Dewan Komisaris dibentuk dan bertanggung jawab kepada Dewan Komisaris. Dewan Komisaris berwenang untuk mengangkat dan memberhentikan Sekretaris Dewan Komisaris. Sekretariat Dewan Komisaris terdiri atas 1 (satu) Sekretaris Dewan Komisaris sebagai pimpinan Sekretariat yang dapat dibantu oleh 1 (satu) atau 2 (dua) orang anggota Sekretariat Dewan Komisaris.

Dasar hukum pembentukan Sekretariat Dewan Komisaris adalah Peraturan Menteri Negara BUMN Nomor : PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

Tugas dan Wewenang

Sekretariat Dewan Komisaris mempunyai tugas antara lain:

- a. Membantu Dewan Komisaris dalam menjaga agar pelaksanaan tata tertib Dewan Komisaris secara teknis dapat dilakukan secara tertib.
- b. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris.
- c. Membuat Risalah Rapat baik rapat intern Dewan Komisaris maupun rapat bersama Dewan Komisaris dengan Direksi.
- d. Menyampaikan kepada Komisaris Utama setiap surat yang masuk ke Kesekretariatan Dewan Komisaris untuk mendapatkan disposisi dari Komisaris Utama.
- e. Setiap surat yang ditandatangani oleh Dewan Komisaris harus terlebih dahulu dikoreksi dan diparaf oleh Sekretaris Dewan Komisaris.
- f. Mengadministrasikan dokumen Dewan Komisaris baik surat masuk, surat keluar, risalah rapat, maupun dokumen lainnya.
- g. Menyusun rancangan Rencana Kerja dan Anggaran Dewan Komisaris.
- h. Menyusun Rancangan Laporan-Laporan Dewan Komisaris.
- i. Dalam melaksanakan tugasnya Sekretariat Dewan Komisaris apabila diperlukan dapat dibantu oleh staf Kesekretariatan Dewan Komisaris yang keberadaannya diangkat atau diberhentikan oleh Dewan Komisaris.
- j. Untuk setiap Komite-Komite, Sekretaris Dewan Komisaris diminta membantu demi kelancaran

The Secretariat of the Board of Commissioners is established and is responsible to the Board of Commissioners. The Board of Commissioners has the authority to appoint and dismiss the Secretary to the Board of Commissioners. The Secretariat of the Board of Commissioners consists of 1 (one) Secretary to the Board of Commissioners as the head of the Secretariat who can be assisted by 1 (one) or 2 (two) members of the Secretariat of the Board of Commissioners.

The legal basis for the establishment of the Secretariat of the Board of Commissioners is the Regulation of the Minister of State-Owned Enterprises Number: PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises.

Duties and Authorities

The Secretariat of the Board of Commissioners has the following duties:

- a. Assist the Board of Commissioners in maintaining that the implementation of the Board of Commissioners' rules and regulations can technically be carried out in an orderly manner.
- b. Prepare meetings, including meeting materials (*briefing sheets*) of the Board of Commissioners.
- c. Prepare Minutes of Meetings, both internal meetings of the Board of Commissioners and joint meetings of the Board of Commissioners and the Board of Directors.
- d. Submitting to the President Commissioner every letter that goes to the Secretariat of the Board of Commissioners to get a disposition from the President Commissioner.
- e. Every letter signed by the Board of Commissioners must first be corrected and initialed by the Secretary of the Board of Commissioners.
- f. Administering the documents of the Board of Commissioners, both incoming letters, outgoing letters, minutes of meetings, and other documents.
- g. Prepare the draft of Work Plan and Budget for the Board of Commissioners.
- h. Prepare Draft of Reports for the Board of Commissioners.
- i. In carrying out its duties, if necessary, the Secretariat of the Board of Commissioners may be assisted by the Secretariat staff of the Board of Commissioners whose existence is appointed or dismissed by the Board of Commissioners.
- j. For each Committee, the Secretary of the Board of Commissioners is asked to assist in the smooth



- tugas-tugas dimaksud.
- k. Menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan Komite Dewan Komisaris.
 - l. Melaksanakan tugas lain dari Dewan Komisaris.

Sekretaris Dewan Komisaris diberikan wewenang:

- a. Mengatur tata tertib kegiatan kesekretariatan Dewan Komisaris;
- b. Memastikan dokumen penyelenggaraan kegiatan tersimpan dengan baik di Perseroan.
- c. Mengundang dan mengadakan rapat sebatas kepentingan di lingkungan kesekretariatan Dewan Komisaris atau sesuai dengan perintah dari Dewan Komisaris;
- d. Setiap akhir tahun memberikan penilaian atas prestasi kerja staf Kesekretariatan Dewan Komisaris;
- e. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG;
- f. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
- g. Mengkoordinasikan anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris;
- h. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain.

Program Pengembangan Kompetensi

Dalam rangka pengembangan kompetensi, Sekretaris Dewan Komisaris mengikuti pendidikan, seminar maupun konferensi untuk mendukung tugasnya. Selama tahun 2021, Sekretaris Dewan Komisaris telah melaksanakan pendidikan sebagai berikut:

No	Jenis pelatihan Type of training	Tanggal Date	Penyelenggara Organizer
1	BUMN Digital Academy Program Batch 1; Product Validation (PV) Phase BUMN Digital Academy Program Batch 1; Product Validation (PV) Phase	Desember 2020-Maret 2021 December 2020-March 2021	Indonesia Telecommunication and Digital Research Institute (ITDRI)
2	Webinar Insight KBUMN #6 : Peran BUMN dalam pengembangan UMKM Webinar Digital Insight #6: The role of SOEs in developing MSMEs	17 Maret 2021 17 March 2021	Kementerian BUMN Ministry of SOEs
3	Webinar INSIGHT KBUMN #10 - Membangun Keunggulan BUMN melalui "BUMN Center of Excellence" KBUMN INSIGHT Webinar #10 - Building BUMN Excellence through "BUMN Center of Excellence"	16 Juli 2021 16 July 2021	Kementerian BUMN Ministry of SOEs

- running of the said tasks.
- k. Provide data/information required by the Board of Commissioners and the Committee of the Board of Commissioners.
 - l. Carry out other duties of the Board of Commissioners.

The Secretary to the Board of Commissioners is authorized to:

- a. Administer the secretarial activities of the Board of Commissioners;
- b. Ensure that the documents for the implementation of activities are stored properly in the Company.
- c. Inviting and holding meetings limited to interests within the secretariat of the Board of Commissioners or in accordance with orders from the Board of Commissioners;
- d. At the end of each year provide an assessment of the work performance of the Secretariat staff of the Board of Commissioners;
- e. Ensuring that the Board of Commissioners complies with laws and regulations and applies GCG principles;
- f. Provide information needed by the Board of Commissioners on a regular basis and/or at any time if requested;
- g. Coordinate members of the Committee, if necessary in order to expedite the duties of the Board of Commissioners;
- h. As a liaison officer for the Board of Commissioners with other parties.

Competency Development Program

In the context of competency development, the Secretary to the Board of Commissioners attends education, seminars and conferences to support his duties. During 2021, the Secretary to the Board of Commissioners has carried out the following education:

Sekretariat Dewan Komisaris

Secretariat of The Board of Commissioners

Profil Sekretaris Dewan Komisaris

Profile of Secretary to the Board of Commissioners



Hera Zera

Sekretaris Dewan Komisaris
Secretary to the Board of Commissioners

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jakarta	Jakarta
Usia Age	47 tahun pada akhir Tahun Buku 2021	47 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Padang, 4 Oktober 1974	Padang, 4 October 1974
Riwayat Pendidikan Educational Background	- Sarjana Akuntansi Universitas Andalas (1997) - Magister Sains Manajemen Universitas Indonesia (2005)	- Bachelor of Accounting from Andalas University (1997) - Master of Management Science University of Indonesia (2005)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Surat Keputusan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Nomor: SK-05/DK-SB/IX/2019 sejak Tanggal 1 September 2019	Decree of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk Number: SK-05/DK-SB/IX/2019 since September 1, 2019
Rangkap Jabatan Concurrent Position	Koordinator Bidang Teknologi Informasi, Asdep Bidang Teknologi dan Informasi Kementerian BUMN (2021-sekarang)	Coordinator for Information Technology, Assistant for Technology and Information at the Ministry of SOEs (2021-present)
Pengalaman Kerja Work Experience	- Pengendali Fungsi Analisis Ekonomi dan Sektor Industri, Asdep Bidang Teknologi dan Informasi Kementerian BUMN (2020) - Kepala Sub Bidang Energi Logistik, Kawasan dan Pariwisata IIb-1 (2019- 2020) - Sekretaris Dewan Komisaris PT Pupuk Sriwijaya Palembang (2015-2019) - Komite Investasi dan Manajemen Risiko PT Pertamina Geothermal Energy (2014-2015) - Komite Audit dan GCG PT Pertamina Geothermal Energy, (2013-2014)	- Controlling the Function of Economic Analysis and the Industrial Sector, Deputy Assistant for Technology and Information at the Ministry of SOEs (2020) - Head of Sub-Sector Energy Logistics, Regions and Tourism IIb-1 (2019-2020) - Secretary to the Board of Commissioners of PT Pupuk Sriwijaya Palembang (2015-2019) - Investment and Risk Management Committee of PT Pertamina Geothermal Energy (2014-2015) - Audit Committee and GCG at PT Pertamina Geothermal Energy, (2013-2014)
Hubungan Afiliasi Affiliation	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama	There is no affiliation with members of the Board of Commissioners, other members of the Board of Directors and major shareholders
Jumlah Kepemilikan Saham SMBR Total Ownership of SMBR Shares	Tidak mempunyai saham SMBR	Do not have SMBR shares



Komite di Bawah Dewan Komisaris

Committee Under Board of Commissioners

Komite Audit

Komite Audit dibentuk untuk memperkuat fungsi Dewan Komisaris dalam melaksanakan dan memenuhi tanggung jawab pengawasan terhadap proses pelaporan keuangan, pengelolaan risiko keuangan, kinerja operasional, serta sistem pengendalian internal audit, dan penerapan *corporate governance* dalam pengelolaan perusahaan.

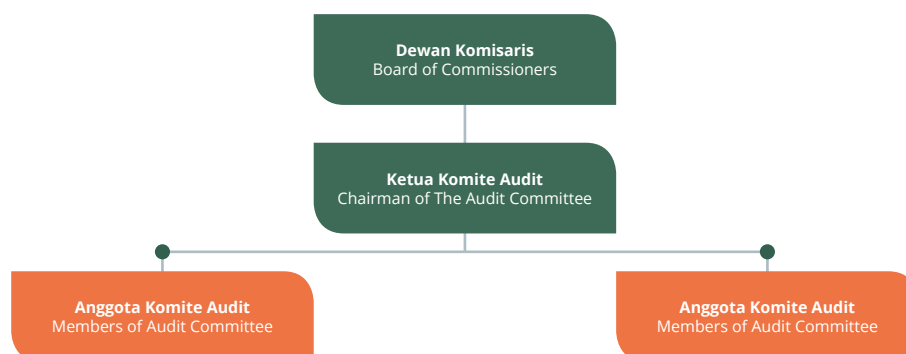
Dasar Hukum

Dasar hukum pembentukan Komite Audit Perseroan adalah sebagai berikut:

1. Peraturan Menteri Negara Usaha Milik Negara Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara
2. Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit
3. Keputusan Dewan Komisaris Perusahaan PT Semen Baturaja (Persero) Tbk Nomor: SK-01/DK-SB/I/2020 tentang Piagam Komite Audit
4. Anggaran Dasar Perusahaan Perseroan (Persero) PT Semen Baturaja Tbk, sebagaimana telah beberapa kali diubah terakhir dengan Akta Nomor 68 tahun 2021.

Struktur Komite Audit

Structure of the Audit Committee



Dalam menjalankan tugasnya, Komite Audit berada di bawah dan bertanggung jawab langsung kepada Dewan Komisaris mengingat pembentukannya berdasarkan keputusan Dewan Komisaris. Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris.

Audit Committee

The Audit Committee was established to strengthen the function of the Board of Commissioners to carry out and fulfill its supervisory responsibilities of the financial reporting process, financial risk management, operational performance, as well as the internal audit control system and implementation of corporate governance in the management of the Company.

Legal Basis

The legal basis for the establishment of the Company's Audit Committee is as follows:

1. Regulation of the State Minister of State-Owned Enterprises No.PER-12/MBU/2012 dated 24 August 2012 on the Supporting Organs of the Board of Commissioners/Supervisory Board in State-Owned Enterprises
2. Regulation of the Financial Services Authority No. 55/POJK.04/2015 dated 23 December 2015 on the Establishment and Guidelines for the Work Implementation of the Audit Committee
3. Decree of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk No.SK-01/DK-SB/I/2020 concerning the Audit Committee Charter
4. Articles of Association of PT Semen Baturaja Tbk (Persero), as amended several times and the most recent with Deed No. 68 year 2021.

In performing its duties, the Audit Committee is under the supervision of and reports directly to the Board of Commissioners considering its formation is based on the decision of the Board of Commissioners. Members of the Audit Committee are appointed and dismissed by the Board of Commissioners.

Komite di Bawah Dewan Komisaris

Committee Under Board of Commissioners

Komite Audit dipimpin oleh Komisaris Independen selaku ketua merangkap anggota. Ketua Komite Audit berhak mengusulkan penggantian anggota Komite Audit jika salah seorang dari anggota Komite Audit berakhir masa tugasnya, mengundurkan diri atau diberhentikan. Komite Audit juga berkewajiban memberikan laporan pelaksanaan tugas Komite Audit kepada Dewan Komisaris dan harus memenuhi asas profesionalisme, objektivitas dan independen.

Persyaratan Komite Audit

Perseroan telah mengatur persyaratan anggota Komite Audit yang mencakup:

1. Berkewajiban memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik
2. Berkewajiban memahami laporan keuangan, bisnis perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Emiten atau perusahaan Publik, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya
3. Berkewajiban mematuhi kode etik Komite Audit yang ditetapkan oleh Emiten atau Perusahaan Publik
4. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan
5. Berkewajiban memiliki paling sedikit 1 (satu) anggota yang berpengalaman dan memiliki keahlian di bidang audit, akuntansi dan keuangan
6. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain kepada Emiten atau Perusahaan Publik yang bersangkutan dalam waktu 6 (enam) bulan terakhir
7. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Emiten atau Perusahaan Publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali Komisaris Independen
8. Tidak memiliki saham langsung maupun tidak langsung pada Emiten atau Perusahaan Publik
9. Dalam hal anggota Komite Audit memperoleh saham Emiten atau Perusahaan Publik baik langsung maupun tidak langsung akibat suatu peristiwa hukum, saham tersebut wajib dialihkan kepada pihak lain dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut.

The Audit Committee is led by an Independent Commissioner as chairman concurrently as member. Chairman of the Audit Committee is entitled to recommend the replacement of members of the Audit Committee if one of the members of the Audit Committee completes its term of office, resigns or dismissed. The Audit Committee is also responsible for reporting the implementation of the duties of the Audit Committee to the Board of Commissioners and must comply with the principles of professionalism, objectivity and independency.

Requirements of the Audit Committee

The Company regulates the requirements set for members of the Audit Committee which include the following:

1. Obligated to retain high integrity, capability, knowledge, experience in accordance with their field of work, as well as capable of good communication;
2. Obligated to understand financial reports, the Company's business, particularly related to the services or business activities of the Issuer or Public Company, the audit process, risk management, and laws and regulations applicable in the Capital Market sector as well as other related laws and regulations;
3. Obligated to comply with the Audit Committee code of conduct established by Issuer or Public Company;
4. Willing to continuously enhance his/her competency through education and training;
5. Obligated to have at least 1 (one) member with the experience and expertise in auditing, accounting and finance;
6. Not serving in a Public Accounting Firm, Legal Firm, Public Appraisal Service or other party that provides insurance, non-insurance services, appraisal services and/or other consulting services to the concerned Issuer or Public Company within 6 (six) months;
7. Not working or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for Independent Commissioner.
8. Has no shares directly or indirectly in the Issuer or Public Company
9. Should a member of the Audit Committee acquire shares of the Issuer or Public Company, either directly or indirectly as a result of a legal action, the shares must be transferred to another party within a maximum period of 6 (six) months after the shares were acquired.



10. Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Emiten atau Perusahaan Publik.
11. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha emiten atau perusahaan publik.

Komposisi dan Masa Jabatan

Mengacu pada Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit disebutkan bahwa Komite Audit terdiri paling sedikit 3 (tiga) orang anggota yang berasal dari Komisaris Independen dan pihak dari luar perusahaan publik yang diangkat dan diberhentikan oleh Dewan Komisaris. Ketua Komite Audit harus diketuai oleh Komisaris Independen.

Komposisi Komite Audit Perseroan telah memenuhi aturan tersebut dengan rincian komposisi sebagai berikut:

Susunan Komite Audit

Composition of Audit Committee

Nama Name	Jabatan Position	Masa Jabatan Terms of Office
Darusman Mawardi	Ketua Komite Audit (Komisaris Independen) Chairman of the Audit Committee (Independent Commissioner)	Berdasarkan Nomor: SK-02/DK-SB/VI/2017 sejak Tanggal 21 Juni 2017 masa jabatannya berlaku sampai dengan berakhirnya masa jabatan sebagai Dewan Komisaris SMBR Based on No. SK-02/DK-SB/VI/2017 since 21 June 2017 with term of office effective until the end of his term in Board of Commissioners of SMBR
Muhammad Imran	Anggota Komite Audit Member of the Audit Committee	Berdasarkan Nomor: SK-01/DK-SB/II/2021 sejak Tanggal 29 Januari 2021 sampai dengan 29 Januari 2024 Based on No. SK-01/DK-SB/II/2021 since 29 January 2021 until 29 January 2024
Mansyursyah Nasution	Anggota Komite Audit Member of the Audit Committee	Berdasarkan Nomor: SK-02/DK-SB/II/2020 sejak Tanggal 10 Januari 2020 sampai dengan 10 Januari 2023 Based on No. SK-02/DK-SB/II/2020 since 10 January 2020 until 10 January 2023

10. Not affiliated with members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of Issuer or Public Company.
11. Have no business relations, directly or indirectly, related to the business activities of the Issuer or Public Company.

Composition and Term of Office

Referring to the Regulation of the Financial Services Authority No. 55/POJK.04/2015 dated 23 December 2015 on the Establishment and Work Implementation Guidelines of the Audit Committee, stating that the Audit Committee consists of at least 3 (three) members of Independent Commissioners and from outside of the public company appointed and dismissed by the Board of Commissioners. Chairman of the Audit Committee must be chaired by an Independent Commissioner.

The composition of the Company's Audit Committee has met all of the above requirements with details as follows:

Komite di Bawah Dewan Komisaris

Committee Under Board of Commissioners

Profil Komite Audit

Berikut adalah profil Komite Manajemen Risiko per 31 Desember 2021



Darusman Mawardi

Ketua Komite Audit (Komisaris Independen)

Chairman of the Audit Committee (Independent Commissioner)

Profile of the Audit Committee

Following is profile of the Audit Committee as of 31 December 2021

Profil lengkap disajikan pada "Profil Dewan Komisaris" pada bab "Profil Perusahaan".

Complete profile is presented in the "Profile of the Board of Commissioners" section of the chapter on "Company Profile" in this Annual Report.



Muhammad Imran

Anggota Komite Audit

Member of the Audit Committee

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jawa Tengah	Central Java
Usia Age	41 tahun pada akhir Tahun Buku 2021	41 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Palu, 22 September 1980	Palu, 22 September 1980
Riwayat Pendidikan Educational Background	Sarjana Ekonomi Akuntansi dari Universitas Negeri Sebelas Maret (2004)	Bachelor's degree in Accounting Economics from Universitas Sebelas Maret (2004)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Manajemen Risiko berdasarkan Keputusan Dewan Komisaris Perusahaan Perseroan nomor : SK-01/DK-SB/I/2021 sejak Tanggal 29 Januari 2021	Appointed as Member of the Risk Management Committee based on Decision of the Company Board of Commissioners No. SK-01/DK-SB/I/2021 since 29 January 2021
Rangkap Jabatan Concurrent Position	Finance Manager PT PP Properti Tbk	Finance Manager PT PP Properti Tbk
Pengalaman Kerja Work Experience	Berbagai posisi di PT PP (Persero) Tbk (2005-sekarang) : 1. Komisaris Utama PT Pekanbaru Permai Propertindo 2. Finance Director PT Sentul PP Properti	Various positions in PT PP (Persero) Tbk (2005-present): 1. President Commissioner of PT Pekanbaru Permai Propertindo 2. Finance Director of PT Sentul PP Properti
Pendidikan dan Pelatihan Education and Training	Tanggung Jawab Komite Audit saat Perseroan tersangkut masalah hukum terkait Laporan Keuangan	Responsibility of the Audit Committee at the time the Company is involved in legal issues related to the Financial Statements
Hubungan Afiliasi Affiliation	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama	No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders
Jumlah Kepemilikan Saham SMBR Total Ownership of SMBR Shares	Tidak mempunyai saham SMBR	No ownership of SMBR shares



Mansyursyah Nasution

Anggota Komite Audit
Member of the Audit Committee

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	68 tahun pada akhir Tahun Buku 2021	68 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Medan, 10 Juni 1953	Medan, 10 June 1953
Riwayat Pendidikan Educational Background	- Magister Manajemen Universitas Sriwijaya (2001) - Sarjana Ekonomi Universitas Sriwijaya (1993) - Sarjana Teknik Universitas Indonesia (1978)	- Master's degree in Management from Universitas Sriwijaya (2001) - Bachelor's degree in Economics from Universitas Sriwijaya (1993) - Bachelor's degree in Engineering from Universitas Indonesia (1978)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Audit PT Semen Baturaja (Persero) Tbk berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK-02/DK-SB/II/2020 sejak tanggal 10 Januari 2020	Appointed as Member of the Audit Committee of PT Semen Baturaja (Persero) Tbk based on Decision Letter of the Board of Commissioners No. SK-02/DK-SB/II/2020 since 10 January 2020
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	- Dosen Pasca Sarjana Universitas Taman Siswa Palembang (2012-2018) - Direktur Pendidikan Kader Ulama Ma'had Darussalam Yayasan Masjid Agung Palembang (2013-2018) - Staf Tenaga Ahli FS Proyek Semen Baturaja II PT Plant Engineering Consultant (2019) - Mechanical Engineering Expert PT Plant Engineering Consultant Antam Proyek Halmahera (2016) - Mechanical Engineering Expert Proyek Semen Baturaja I PT Plant Engineering Consultant (2012) - Mechanical Engineering Expert Proyek Semen Tonasa V PT Plant Engineering Consultant (2010-2011) - Construction Manager PT Antam Proyek Pomala (2009-2011) - Sekretaris Perusahaan PT Semen Baturaja (Persero) Tbk (2004-2009) - Staf Direktur Utama PT Semen Baturaja (Persero) Tbk (2002-2004) - Kepala Dept. SDM & Umum PT Semen Baturaja (Persero) Tbk (1998-2002) - Ka. Proyek Bidang Teknik Proyek OPT II PT Semen Baturaja (Persero) Tbk (1996-1997) - Staf Dept. Litbang PT Semen Baturaja (Persero) Tbk (1994-1996) - Ka. Engineering Proyek Optimalisasi Produksi Terak PT Semen Baturaja (Persero) Tbk (1992-1994) - Ka. Biro Produksi & Pemeliharaan Palembang PT Semen Baturaja (Persero) Tbk (1988-1992) - Ka. Biro Pengadaan PT Semen Baturaja (Persero) Tbk (1984-1987) - Ka. Biro Produksi & Pemeliharaan Mesin Palembang PT Semen Baturaja (Persero) Tbk (1983-1984) - Ka. Sub Divisi Teknik Mesin PT Semen Baturaja (Persero) Tbk (1979-1981) - Staf Divisi Maintenance Mesin PT Semen Baturaja (Persero) Tbk (1979)	- Postgraduate lecturer at Universitas Taman Siswa of Palembang (2012-2018) - Director of Ulama Cadre Education of Ma'had Darussalam of Masjid Agung Foundation, Palembang (2013-2018) - Expert Staff in FS Project of Semen Baturaja II PT Plant Engineering Consultant (2019) - Mechanical Engineering Expert at PT Plant Engineering Consultant of Antam Project, Halmahera (2016) - Mechanical Engineering Expert in Semen Baturaja I Project, PT Plant Engineering Consultant (2012) - Mechanical Engineering Expert in Semen Tonasa V Project, PT Plant Engineering Consultant (2010-2011) - Construction Manager at PT Antam Pomala Project (2009-2011) - Corporate Secretary of PT Semen Baturaja (Persero) Tbk (2004-2009) - Staff to President Director of PT Semen Baturaja (Persero) Tbk (2002-2004) - Head of HR & General Affairs Dept. of PT Semen Baturaja (Persero) Tbk (1998-2002) - Head of Engineering in OPT II Project of PT Semen Baturaja (Persero) Tbk (1996-1997) - Staff in Research & Development Dept. of PT Semen Baturaja (Persero) Tbk (1996-1996) - Head of Engineering in Optimization of Terak Production Project of PT Semen Baturaja (Persero) Tbk (1992-1994) - Head of Palembang Production & Maintenance Bureau of PT Semen Baturaja (Persero) Tbk (1988-1992) - Head of Procurement Bureau of PT Semen Baturaja (Persero) Tbk (1984-1987) - Head of Palembang Machine Production & Maintenance Bureau of PT Semen Baturaja (Persero) Tbk (1983-1984) - Head of Mechanical Engineering Sub-Division of PT Semen Baturaja (Persero) Tbk (1979-1981) - Staff in Machine Maintenance Division of PT Semen Baturaja (Persero) Tbk (1979)
Pendidikan dan Pelatihan Education and Training	- Effective Technique for Internal Audit - Tanggung Jawab Komite Audit Saat Perseroan tersangkut masalah hukum terkait Laporan Keuangan - Fraud Prevention and Detection For Non - Auditor - Risk Based Audit	- Effective Technique for Internal Audit - Responsibility of Audit Committee at time when Company is involved in legal issues related to Financial Statements - Fraud Prevention and Detection for Non-Auditor - Risk-Based Audit
Hubungan Afiliasi Affiliation	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama	No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders
Jumlah Kepemilikan Saham SMBR Total Ownership of SMBR Shares	Tidak mempunyai saham SMBR	No ownership of SMBR shares

Komite di Bawah Dewan Komisaris

Committee Under Board of Commissioners

Independensi Anggota Komite Audit

Keanggotaan Komite Audit bersifat Independen sehingga Anggota Komite diharapkan mampu memberikan pendapat profesional secara bebas sesuai dengan etika profesionalnya tanpa memihak kepada siapa pun karena tidak adanya benturan kepentingan.

Hal tersebut juga berlaku untuk Ketua Komite Audit yang dijabat oleh Dewan Komisaris Independen atau anggota Dewan Komisaris yang dapat bertindak independen. Independensi komite tidak dapat dipisahkan moralitas yang melandasi integritasnya. Hal ini perlu menjadi perhatian penting karena Komite Audit merupakan pihak yang menjembatani antara eksternal auditor dan Perseroan Komite Audit juga menjadi penghubung antara fungsi pengawasan Dewan Komisaris dengan internal auditor.

Seluruh anggota Komite Audit tidak memiliki hubungan afiliasi dengan manajemen Perseroan termasuk menjabat salah satu jabatan dalam struktur organisasi Perseroan maupun anak perusahaan.

Pemenuhan aspek independensi Komite Audit terlampir dalam tabel berikut:

Independency of Members of the Audit Committee

Membership of the Audit Committee is independent in nature so that Members of the Committee are expected to be able to freely provide professional opinions in accordance with professional ethics and impartial to any party as there is not conflict of interest.

This is also applicable for the Chairman of the Audit Committee chaired by an Independent Board of Commissioners or member of the Board of Commissioners who can act independently. Independency of the committee cannot be separated from the morality that underlies its integrity. This is an important point of concern as the Audit Committee is the one to bridge between external auditor and the Company. The Audit Committee also serves as the point of contact between the supervisory function of the board of Commissioners with the internal auditor.

All members of the Audit Committee do not have affiliated relationship with the Company's management including to take one of the positions in the Company's or subsidiary's organizational structure.

Fulfillment of the independency aspect of the Audit Committee is described in the table below:

Kriteria Independensi Independence Criteria		Darusman Mawardi	Muhammad Imran	Mansyursyah Nasution
Menjunjung tinggi integritas, profesionalisme dan standar profesi dalam melaksanakan tugas dan tanggung jawabnya	Uphold the principles of integrity, professionalism and professional standards in performing their duties and responsibilities	✓	✓	✓
Menjaga kerahasiaan dokumen, data dan informasi perseroan yang diperoleh, baik dari pihak internal maupun pihak eksternal.	Maintain the confidentiality of the Company's documents, data and information obtained, both from internal and external parties.	✓	✓	✓
Tidak menggunakan aset dan informasi penting yang berkaitan dengan Perseroan, serta jabatannya untuk kepentingan Pribadi di luar ketentuan peraturan perundang-undangan serta kebijakan Perseroan yang berlaku	Not use important assets and information relating to the Company, as well as their position for personal interests outside of legal provisions and prevailing Company policies.	✓	✓	✓
Tidak mengambil keuntungan Pribadi baik secara langsung maupun tidak langsung dari kegiatan Perseroan selain penghasilan yang sah.	Not gain personal interests, either directly or indirectly, from the Company's activities other than their legal income	✓	✓	✓
Mematuhi peraturan perundang-undangan yang berlaku, Anggaran Dasar, Pedoman Perilaku, Pedoman Tata Kelola Perusahaan serta kebijakan-kebijakan Perseroan	Comply with prevailing laws and regulations, Articles of Association, Code of Conduct, Guidelines for Corporate Governance and Company policies	✓	✓	✓



Piagam (Charter) Komite Audit

Komite Audit Perseroan telah memiliki pedoman kerja berupa Piagam Komite Audit Nomor: SK-01/DK-SB/1/2020 tanggal 6 Januari 2020 dengan memperhatikan peraturan perundang-undangan. Seluruh anggota Komite Audit menjadikan Piagam Komite Audit sebagai pedoman agar dapat melaksanakan tugas dan tanggung jawabnya secara efisien, efektif, transparan, profesional, independen, dapat dipertanggungjawabkan, dan sesuai dengan peraturan perundang-undangan yang berlaku.

Piagam Komite Audit memiliki cakupan, di antaranya:

1. Latar Belakang dan Tujuan
2. Lingkup Peran
3. Wewenang
4. Kewajiban dan Tanggung Jawab
5. Organisasi dan Keanggotaan
6. Rapat Komite
7. Kode Etik
8. Pertanggungjawaban
9. Amandemen Piagam dan Kinerja Komite Audit

Pedoman Kerja Komite Audit

1. Peraturan Menteri Negara Usaha Milik Negara Nomor: PER- 12/MBU/2012 tanggal 24 Agustus tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara;
2. Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tanggal 23 Desember 2015 Tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
3. Keputusan Dewan Komisaris Perusahaan PT Semen Baturaja (Persero) Tbk Nomor : SK- 01/DK-SB/1/2020 Tentang Piagam Komite Audit;
4. Anggaran Dasar Perusahaan Perseroan PT Semen Baturaja (Persero) Tbk, sebagaimana telah beberapa kali diubah terakhir dengan Akta Nomor 68 tanggal 25 Juni 2021 dari Notaris Fathiah Helmi, SH.

Tugas dan Tanggung Jawab Komite Audit

Sesuai dengan Piagam Komite Audit Perseroan, Komite Audit berkewajiban dan bertanggung jawab untuk:

1. Memperkuat fungsi Dewan Komisaris dalam memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor
2. Menelaah pelaksanaan pemeriksaan oleh auditor internal, mengkaji kecukupan fungsi audit internal termasuk jumlah auditor, rencana kerja tahunan dan penugasan yang telah dilaksanakan serta

Charter of the Audit Committee

The Company Audit Committee retains the work guidelines in the form of Charter of the Audit Committee No. SK-01/DK-SB/1/2020 dated 6 January 2020 with consideration of the laws and regulations. All members of the Audit Committee make the Charter of the Audit Committee as guidelines so they can perform their duties and responsibilities efficiently, effectively, transparently, professionally, independently, and accountably as well as in compliance with applicable laws and regulations.

The Audit Committee Charter covers the following:

1. Background and Objectives
2. Scope of Role
3. Authority
4. Obligation and Responsibility
5. Organization and Membership
6. Committee Meeting
7. Code of Conduct
8. Accountability
9. Amendment of Charter and Performance of Audit Committee

Audit Committee Work Guidelines

1. Regulation of the State Minister of State Minister of State-Owned Enterprises No. PER- 12/MBU/2012 dated 24 August on Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises;
2. Regulation of the Financial Services Authority No. 55/POJK.04/2015 dated 23 December 2015 on the Establishment and Work Implementation Audit Committee;
3. Decision of the Board of Commissioners of PT Semen Baturaja (Persero) Tbk No. SK- 01/DK-SB/1/2020 on the Charter of the Audit Committee;
4. Articles of Association of PT Semen Baturaja (Persero) Tbk, as amended several times and the last amended with Deed No. 68 dated 25 June 2021 from Notary Fathiah Helmi, SH.

Duties and Responsibilities of the Audit Committee

As per the Charter of the Company's Audit Committee, the Audit Committee has the obligations and responsibilities as follows:

1. Strengthen the function of the Board of Commissioners in ensuring the effectiveness of the internal control system and the effectiveness of the implementation of duties of the external and internal auditors
2. Review the inspection activities of the audit by the internal auditors, assessing the adequacy of the internal audit function including the number of auditors, the annual work plan and assignments

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mengawasi tindak lanjut pemeriksaan oleh Direksi atas temuan auditor internal

3. Membantu Dewan Komisaris dalam proses rekomendasi penunjukan auditor eksternal kepada RUPS
4. Melakukan pengawasan pelaksanaan audit eksternal termasuk di dalamnya perencanaan audit dan kompetensi dan kecukupan jumlah auditornya
5. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya
6. Memberikan pendapat kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris dan mengidentifikasi hal-hal yang memerlukan perhatian Komisaris
7. Menelaah informasi keuangan yang akan dikeluarkan Perseroan, seperti laporan keuangan, Rencana Jangka Panjang, Rencana Kerja dan Anggaran, laporan manajemen, dan informasi keuangan lainnya
8. Menelaah ketaatan perusahaan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan
9. Menelaah dan melaporkan kepada Dewan Komisaris atas pengaduan yang berkaitan dengan Perseroan
10. Menyampaikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya
11. Menyusun laporan triwulanan kegiatan Komite Audit dan menyampaikannya ke Dewan Komisaris pada bulan pertama setelah triwulan yang bersangkutan
12. Membuat laporan khusus kepada Dewan Komisaris, jika diminta
13. Menjaga kerahasiaan dokumen, data dan informasi perusahaan

Selain kewajiban dan tanggung jawabnya, Komite Audit memiliki tugas untuk berperan membantu Dewan Komisaris dalam melakukan fungsi pengawasan (*oversight roles*) terhadap hal-hal yang mencakup:

carried out as well as supervising follow-up examinations by the Board of Directors on the findings of the internal auditors

3. Assist the Board of Commissioners in the process of recommending the appointment of an external auditor to the GMS
4. Supervise the implementation of external audit including audit planning and the competence and adequacy of the number of auditors
5. Provide recommendations regarding the improvement of management control system and its implementation
6. Provide opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners and identify matters requiring the attention of the Commissioners
7. Review financial information that will be issued by the Company, such as financial reports, long-term plans, work plans and budgets, management reports, and other financial information
8. Review the Company's compliance with the laws and regulations relating to the activities of the Company
9. Review and report to the Board of Commissioners on complaints relating to the Company
10. Express an independent opinion in the event of disagreements between the management and accountants for the services they provide
11. Prepare a quarterly report on the activities of the Audit Committee and submit such report to the Board of Commissioners in the first month following each quarter
12. Prepare a special report to the Board of Commissioners, if requested
13. Maintain the confidentiality of documents, data and company information

In addition to obligations and responsibilities, the Audit Committee has the duties to take part in supporting the Board of Commissioners in performing its supervisory role on the following:

Lingkup Scope	Penjelasan Description	
Laporan Keuangan Financial statements	Mereviu keandalan dan objektivitas laporan keuangan Perseroan yang diterbitkan untuk kepentingan para pemangku kepentingan.	Reviewing the reliability and objectivity of the Company's financial statements published for the benefit of stakeholders.
Kinerja Operasional Operational Performance	Mereviu pelaksanaan kegiatan dan kinerja operasional sebagaimana yang ditetapkan dalam rencana kerja dan anggaran Perseroan tahunan.	Reviewing the implementation of activities and operational performance as stipulated in the Company's annual work plan and budget.
Pengendalian Internal Internal Control	Mereviu efektivitas pengendalian internal yang diterapkan oleh manajemen dalam pengelolaan Perseroan.	Reviewing the effectiveness of internal control implemented by management in managing the Company.



Lingkup Scope	Penjelasan Description	
Aktivitas Assurance Assurance Activities	Merevui rencana dan hasil atas aktivitas yang dilakukan oleh Auditor Internal dalam meningkatkan keyakinan tentang keakuratan, kelengkapan, dan ketepatan waktu penyajian laporan keuangan, baik laporan keuangan interim maupun tahunan, serta memastikan efektivitas pengelolaan risiko. Merevui rencana dan hasil atas aktivitas yang dilakukan oleh Auditor Eksternal dalam meyakinkan bahwa laporan keuangan bebas dari salah saji material.	Reviewing the plans and results of activities carried out by the Internal Auditor to enhance confidence concerning the accuracy, completeness and timeliness of the presentation of financial statements, both interim and annual financial statements, as well as ensuring the effectiveness of risk management. Reviewing the plans and results of activities carried out by the External Auditor in ensuring that the financial statements are free from material misstatement.
Penunjukan Auditor Eksternal Appointment of External Auditor	Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan auditor eksternal yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa.	Providing recommendations to the Board of Commissioners regarding the appointment of an external auditor based on independence, scope of work, and service fees.
Kepatuhan terhadap Peraturan Perundangan Compliance with Rules and Regulations	Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan dan kepatuhan terhadap seluruh perjanjian dan komitmen yang dibuat Perseroan dengan pihak ketiga.	Reviewing compliance with laws and regulations relating to the Company's activities and compliance with all agreements and commitments made by the Company with third parties.
Objektivitas dan Independensi Objectivity and Independence	Merevui objektivitas dan independensi auditor internal dan eksternal.	Reviewing the objectivity and independence of internal and external auditors.
Identifikasi Hal-hal yang Menjadi Perhatian Identification of Matters Requiring Attention	Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.	Identifying matters requiring the attention of the Board of Commissioners and other duties of the Board of Commissioners.
Respons terhadap Pemangku Kepentingan Response to Stakeholders	Melakukan penelaahan atas saran, permasalahan atau keluhan pemangku kepentingan yang disampaikan langsung kepada Dewan Komisaris.	Reviewing stakeholder suggestions, issues or complaints submitted directly to the Board of Commissioners.
Pengawasan Lainnya Other Oversight Functions	Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris	Performing other oversight duties at the request of the Board of Commissioners

Laporan Singkat Pelaksanaan Kegiatan Komite Audit

Sepanjang tahun 2021, Komite Audit Perseroan telah menjalankan tugas dan berbagai kegiatan, meliputi:

1. Kegiatan penelaahan Laporan Hasil Pemeriksaan Internal Audit
2. Melakukan pembahasan kinerja perusahaan
3. Kegiatan pengawan atas capaian kinerja auditor eksternal
4. *Monitoring* Kegiatan Perusahaan agar *compliance* terhadap prinsip-prinsip GCG
5. Evaluasi atas KPI Individu Direksi PT Semen Baturaja (Persero) Tbk
6. Evaluasi atas Pencapaian Kinerja Komite Audit

Evaluasi Kinerja Auditor Eksternal

Komite Audit telah menelaah dan membahas dengan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan yang bertanggung jawab untuk memberikan pendapat mengenai kewajaran penyajian laporan keuangan dan catatan atas laporan keuangan sesuai dengan standar akuntansi keuangan di Indonesia. Pembahasan juga mencakup terkait efektivitas pengendalian internal atas pelaporan keuangan, kualitas dan akseptabilitas dari standar akuntansi keuangan yang diterapkan oleh Perseroan.

Brief Report on Activities of the Audit Committee

Throughout the year 2021, the Committee Audit of the Company has performed its duties and various activities including the following:

1. Review of the Internal Audit Report
2. Discussion on Company's performance
3. Supervisory activities of external auditor performance achievement
4. Monitoring of Company Activities so as to comply with GCG principles
5. KPI Assessment of Individual Member of the Board of Directors of PT Semen Baturaja (Persero) Tbk
6. Assessment of Performance Achievement of the Audit Committee

Performance Assessment of External Auditor

The Audit Committee has reviewed and discussed with Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan, responsible for providing the opinion on the fairness of the presentation of financial statements and notes to the financial statements in accordance with financial accounting standards in Indonesia. Discussions also covered such topics as the effectiveness of internal control on financial reporting, the quality and acceptability from the standard financial accounting applied by the Company.

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Penilaian Atas Efektivitas Pelaksanaan Audit Internal

Komite Audit telah melakukan penilaian atas efektivitas pelaksanaan audit internal melalui penelaahan Laporan Hasil Audit yang tertera pada Risalah Rapat Komite. Audit internal telah dilakukan sesuai dengan rencana audit tahunan.

Penilaian Atas Efektivitas Penerapan Tata Kelola Perusahaan

Komite Audit telah melakukan penilaian atas efektivitas penerapan tata kelola perusahaan melalui penelaahan Laporan Hasil Asesmen GCG yang dilakukan perusahaan saat ini berjalan memadai namun masih perlu ditingkatkan.

Pelaksanaan Rapat Komite Audit

Sesuai dengan Piagam Komite Audit, rapat komite sekurang-kurangnya sama dengan rapat Dewan Komisaris dalam anggaran dasar atau minimal setiap 3 (tiga) bulan sekali. Komite Audit dapat mengadakan rapat dengan Dewan Komisaris, Direksi, *Vice President*, auditor internal, *risk officer*, auditor eksternal, dan atau pihak lainnya yang terkait.

Sepanjang tahun 2021, Komite Audit setiap bulannya melakukan rapat dengan Dewan Komisaris, rapat dengan BOD-1 dan mengadakan rapat koordinasi dengan Divisi Internal Audit sebanyak 21 kali. Berikut rekapitulasi agenda rapat dan kehadiran dalam rapat-rapat yang diselenggarakan tersebut.

Daftar Rapat Komite Audit

List of Audit Committee Meetings

No	Tanggal Rapat Date of Meeting	Tempat/Media Venue/Media	Agenda
1	25 Januari 2021 25 January 2021	Ruang Rapat Abikusno, Kantor Pusat SMBR, Palembang Abikusno Meeting Room, SMBR Head Office, Palembang	Rapat Koordinasi Pembahasan Progress Minggu ke-3 Audit Laporan Keuangan Tahun Buku 2020 PT Semen Baturaja (Persero) Tbk. Coordination Meeting for Discussion on Progress of Week 3 of Audit of Financial Statements for the Financial Year 2020 of PT Semen Baturaja (Persero) Tbk.
2	11 Februari 2021 11 February 2021	Zoom Meeting	Pembahasan Kinerja Bulan Januari 2021 Discussion on Performance of January 2021
3	15 Februari 2021 15 February 2021	Ruang Rapat Abikusno, Kantor Pusat SMBR, Palembang Abikusno Meeting Room, SMBR Head Office, Palembang	Rapat Koordinasi Pembahasan Progress Minggu ke 7 Audit Laporan Keuangan Coordination Meeting for Discussion on Progress for Week 7 of Audit of Financial Statements
4	19 Februari 2021 19 February 2021	1. Untuk VP yang berkedudukan di Baturaja di Ruang Rapat CCR Pabrik Baturaja II For VP domiciled in Baturaja, in the CCR Meeting Room of Baturaja II Factory 2. Untuk VP yang berkedudukan di luar Baturaja melalui Zoom For VPs domiciled outside Baturaja via Zoom	1. Penyampaian Program Kerja Komite Audit Tahun 2021 Submission of the 2021 Audit Committee Work Program 2. Pembahasan Program Kerja Divisi yang terkait. Discussion of related Divisional Work Programs.
5	15 Maret 2021 15 March 2021	Zoom Meeting	Pembahasan Kinerja Bulan Februari 2021 Discussion on Performance of February 2021

Assessment of the Effectiveness of Internal Audit Implementation

The Audit Committee conducted the assessment on the effectiveness of implementing internal audit through a review of the Audit Results Report noted in the Committee's Minutes of Meeting. Internal audit has been carried out in accordance with the annual audit plans.

Evaluation of the Effectiveness of Corporate Governance Implementation

The Audit Committee has conducted an assessment on the effectiveness of the implementation of corporate governance through a review of the GCG Assessment Results Report which to date has been adequately implemented yet may need improvements.

Implementation of the Audit Committee Meetings

In accordance with the Audit Committee Charter, the frequency of committee meetings must be at least the same as the Board of Commissioners' meetings as in the articles of association or at minimum once every 3 (three) months. The Audit Committee may hold its meetings with the Board of Commissioners, the Board of Directors, the Vice President, internal auditor, risk officer, external auditor and/or other related parties.

Throughout the year 2021, the Audit Committee every month, hold meetings with the Board of Commissioners and with BOD-1. In addition, held 21 coordination meetings with the Internal Audit Division. Following is the recap of the the meeting agenda and attendance of the meetings.



No	Tanggal Rapat Date of Meeting	Tempat/Media Venue/Media	Agenda
6	22 Maret 2021 22 March 2021	Zoom Meeting	Rapat Koordinasi Komite Audit dengan Division Internal Audit Triwulan I tahun 2021 Coordination Meeting of the Audit Committee with the Internal Audit Division Quarter I 2021
7	12 April 2021 12 April 2021	Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Maret 2021 dan Triwulan I 2021 Discussion on Company Performance in March 2021 and Quarter I 2021
8	10 Mei 2021 10 May 2021	Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan April 2021 dan s.d April 2021 Discussion on Company Performance in April 2021 and up to April 2021
9	19 Mei 2021 19 May 2021	Zoom Meeting	Strategi Pengendalian Harga Pokok dan Biaya Transport untuk Pencapaian Target RKAP Strategy for Controlling Cost of Goods Sold and Transportation Costs for Achieving the RKAP Target
10	15 Juni 2021 15 June 2021	Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Mei 2021 dan s.d Mei 2021 Discussion of Company Performance in May 2021 and until May 2021
11	25 Juni 2021 25 June 2021	Zoom Meeting	Rapat Koordinasi Komite Audit dengan Division Internal Audit Triwulan II tahun 2021 Coordination Meeting of the Audit Committee with the Internal Audit Division Quarter II 2021
12	13 Juli 2021 13 July 2021	Zoom Meeting	Update Progress Strategi Penurunan Biaya Angkutan Update Progress of Transport Cost Reduction Strategy
13	14 Juli 2021 14 July 2021	Zoom Meeting	1. Pembahasan Kinerja Perusahaan Bulan Juni 2021 dan s.d Juni 2021 Discussion on the Company's Performance in June 2021 and until June 2021 2. Koordinasi Komite Audit Triwulan II tahun 2021 Coordination of the Audit Committee Quarter II 2021
14	16 Agustus 2021 16 August 2021	Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Juli 2021 dan s.d Juli 2021 Discussion of Company Performance in July 2021 and until July 2021
15	8 September 2021 8 September 2021	Zoom Meeting	Rapat Koordinasi, Monitoring Penjualan, Kunjungan ke Distributor dan Toko Coordination Meetings, Sales Monitoring, Visits to Distributors and Stores
16	10 September 2021 10 September 2021	Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Agustus 2021 dan s.d Agustus 2021 Discussion of Company Performance in August 2021 and until August 2021
17	21 September 2021 21 September 2021	Zoom Meeting	Rapat Koordinasi Komite Audit dengan Division Internal Audit Triwulan III tahun 2021 Coordination Meeting of the Audit Committee with the Internal Audit Division Quarter III 2021
18	12 Oktober 2021 12 October 2021	Zoom Meeting	Monitoring Komite Audit dengan Div Internal Audit Triwulan 3 tahun 2021 Monitoring the Audit Committee with the Internal Audit Division 3rd Quarter 2021
19	16 November 2021 16 November 2021	Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Oktober 2021 dan s.d Oktober 2021 Discussion of Company Performance in October 2021 and until October 2021
20	20 Desember 2021 20 December 2021	Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan November 2021 dan s.d November 2021 Discussion of Company Performance in November 2021 and up to November 2021
21	23 Desember 2021 23 December 2021	Zoom Meeting	Rapat Koordinasi Komite Audit dengan Division Internal Audit Triwulan IV tahun 2021 Coordination Meeting of the Audit Committee with the Internal Audit Division Quarter IV 2021

Jumlah dan Tingkat Kehadiran

Total Number of Attendees and Attendance Level

Nama Name	Jumlah Wajib Rapat Total Mandatory Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Level (%)
Darusman Mawardi	21	21	100
Muhammad Imran	21	21	100
Mansyursyah Nasution	21	21	100

Pendidikan & Pelatihan Tahun Buku

Pendidikan dan Pelatihan Komite Audit disampaikan dalam bab "Profil Perusahaan"

Education & Training in Fiscal Year

Education and Training of the Audit Committee are presented in the chapter on "Company Profile"

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Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi dibentuk untuk menjalankan fungsi nominasi dan remunerasi yang dilaksanakan oleh Dewan Komisaris. Perseroan baru membentuk Komite Nominasi dan Remunerasi pada tahun 2020, yang dikuatkan dengan Surat Keputusan Dewan Komisaris Nomor: SK-04/DK-SB/IV/2020 tanggal 20 April 2020 yang kemudian mengalami perubahan susunan anggota Komite berdasarkan SK-09/DK-SB/IX/2020 tanggal 10 September 2020.

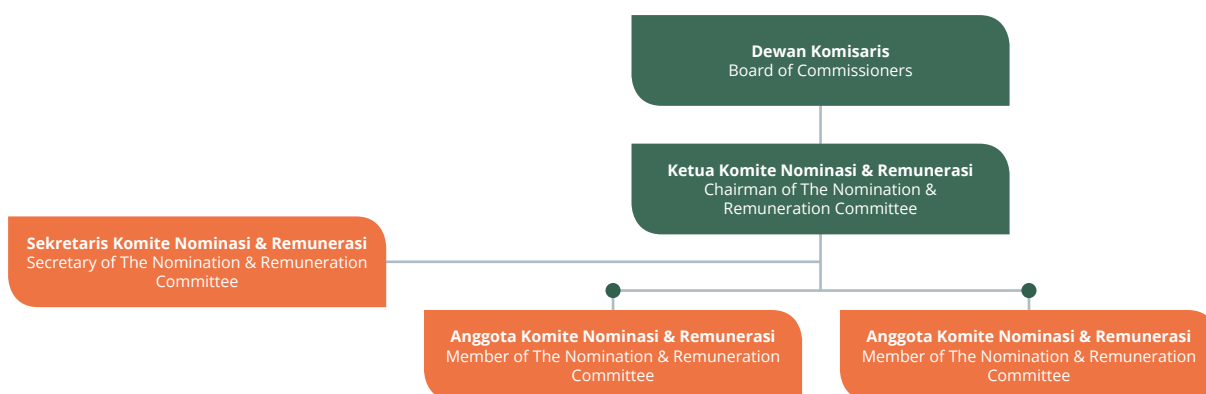
Dasar Hukum

Dasar hukum pembentukan Komite Nominasi dan Remunerasi Perseroan adalah sebagai berikut:

1. Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara sebagaimana telah diubah terakhir dengan PER-06/MBU/04/2021
2. Peraturan Otoritas Jasa Keuangan Nomor: 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

Struktur Komite Nominasi dan Remunerasi

Berikut adalah bagan struktur Komite Nominasi dan Remunerasi Perseroan:



Persyaratan Anggota Komite

Mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara sebagaimana telah diubah terakhir dengan PER-06/MBU/04/2021 dan Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi.

Nomination and Remuneration Committee

The Committee of Nomination and Remuneration is established to carry out the function of nomination and remuneration conducted by the Board of Commissioners. The Company just formed the Nomination and Remuneration Committee in 2020, endorsed by the Decision Letter of the Board of Commissioners No. SK-04/DK-SB/IV/2020 dated 20 April 2020 which subsequently followed by a change in the composition of members of the Committee based on SK-09/DK-SB/IX/2020 dated 10 September 2020.

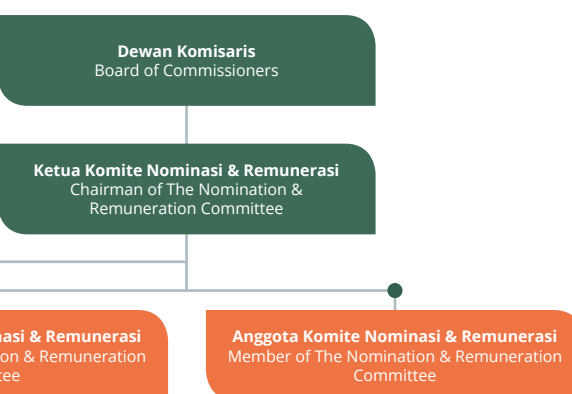
Legal Basis

The legal basis of the establishment of the Company's Nomination and Remuneration Committee is as follows:

1. Regulation of the Ministry of State-Owned Enterprises No. PER-12/MBU/2012 dated 24 August 2012 concerning Supporting Organs of the Board of Commissioners/ Supervisory Board for State-Owned Enterprises.
2. Regulation of the Financial Services Authority No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.

Structure of the Nomination and Remuneration Committee

Following is diagram of the organizational structure of the Nomination and Remuneration Committee:



Requirements of Committee Members

Referring to the Regulation of the Minister of SOE's No. PER-12/MBU/2012 dated 24 August 2012 on the Supporting Organs of the Board of Commissioners/ Supervisory Board of State-Owned Enterprises as last amended with PER-06/MBU/04/2021 and Regulation of the Financial Services Authority No. 34/POJK.04/2014 on the Nomination and Remuneration Committee.



Berdasarkan Peraturan Menteri BUMN:

- Anggota Komite Nominasi dan Remunerasi atau nomenklatur lain dengan fungsi yang sama dapat berasal dari anggota Dewan Komisaris/Dewan Pengawas atau dari luar Perusahaan.
- Ketua Komite Nominasi dan Remunerasi atau nomenklatur lain dengan fungsi yang sama adalah Komisaris Utama/Ketua Dewan Pengawas/Anggota Dewan Komisaris/Dewan Pengawas Independen atau Anggota Dewan Komisaris/Dewan Pengawas yang dapat bertindak independen.

Berdasarkan Peraturan OJK:

- (1) Komite Nominasi dan Remunerasi paling kurang terdiri dari 3 (tiga) orang anggota, dengan ketentuan:
 - a. 1 (satu) orang ketua merangkap anggota, yang merupakan Komisaris Independen; dan
 - b. anggota lainnya yang dapat berasal dari:
 1. anggota Dewan Komisaris;
 2. pihak yang berasal dari luar Emiten atau Perusahaan Publik yang bersangkutan; atau
 3. pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia.
- (2) Anggota Komite Nominasi dan Remunerasi lainnya sebagaimana dimaksud pada ayat (1) huruf b sebagian besar tidak dapat berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia.
- (3) Anggota Komite Nominasi dan Remunerasi yang berasal dari luar Emiten atau Perusahaan Publik sebagaimana dimaksud pada ayat (1) huruf b angka 2 wajib memenuhi syarat:
 - a. tidak mempunyai hubungan Afiliasi dengan Emiten atau Perusahaan Publik, anggota Direksi, anggota Dewan Komisaris, atau Pemegang Saham Utama Emiten atau Perusahaan Publik tersebut;
 - b. memiliki pengalaman terkait Nominasi dan/atau Remunerasi; dan
 - c. tidak merangkap jabatan sebagai anggota komite lainnya yang dimiliki Emiten atau Perusahaan Publik tersebut.
- (4) Anggota Direksi Emiten atau Perusahaan Publik tidak dapat menjadi anggota Komite Nominasi dan Remunerasi.

Komposisi

Mengacu pada Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi disebutkan bahwa Komite Nominasi

In accordance with the Regulations of the Minister of BUMN:

- Members of the Nomination and Remuneration Committee or other nomenclature with the same function may come from members of the Board of Commissioners/ Supervisory Board or from outside of the Company.
- Chairman of the Nomination and Remuneration Committee or other nomenclature with the same function is the President Commissioner/Chairman of the Supervisory Board/Member of the Independent Board of Commissioners/ Supervisory Board or Member of the Board of Commissioners/Supervisory Board who may take action independently.

Based on Regulations of the Financial Services Authority (OJK):

- 1) The Nomination and Remuneration Committee shall at least consist of 3 (three) members with the following provisions:
 - a. 1 (one) chairman concurrently as member, who is an Independent Commissioner; and
 - b. Other members that may come from:
 1. Members of the Board of Commissioners
 2. individuals from outside of concerned Issuer or Public Company; or
 3. individual who serve in managerial positions under the Board of Directors in the field of human resources
- 2) Other members of the Nomination and Remuneration Committee as referred to in article (1) letter b mostly shall not come from those in managerial positions under the Board of Directors in the field of human resources.
- 3) Members of the Nomination and Remuneration committee from outside of the Issuer or Public Company referred to in article (1) letter b point 2 must fulfill the following requirements:
 - a. Have no affiliation with Issuer or Public Company, members of the Board of Directors, members of the Board of Commissioners, or the Majority Shareholders of the concerned Issuer or Public Company;
 - b. Have the experience in areas related to Nomination and/or Remuneration; and
 - c. Have no concurrent position as member of other committees in the concerned Issuer or Public company.
- 4) Members of the Board of Directors of the Issuer or Public Company may not be members of the Nomination and Remuneration Committee.

Composition

Referring to Regulation of the Financial Services Authority No. 34/POJK.04/2014 regarding the Nomination and Remuneration Committee it is stated

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dan Remunerasi terdiri paling sedikit 3 (tiga) orang anggota. Masa jabatan Komite Nominasi dan Remunerasi menyesuaikan sebagaimana masa jabatan masing-masing anggota Komite Nominasi dan Remunerasi sebagai anggota Dewan Komisaris. Secara jumlah, komposisi Komite Nominasi dan Remunerasi telah memenuhi aturan tersebut. Adapun rinciannya adalah sebagai berikut:

that the Nomination and Remuneration Committee consists of at least 3 (three) members. The term of office of the Nomination and Remuneration Committee is adjusted to the term of office of each member of the Nomination and Remuneration Committee as member of the Board of Commissioners. In terms of number, the composition of the Nomination and Remuneration Committee has fulfilled the requirement. Details of the composition is as follows:

Susunan Komite Nominasi dan Remunerasi

Composition of Nomination and Remuneration Committee

Nama Komite Nominasi & Remunerasi Name of Nomination and Remuneration Committee	Jabatan Position	Dasar Pengangkatan Letter of Appointment	Masa Jabatan Terms of Office
Endang Tirtana	Ketua Komite Head of Committee	Keputusan Dewan Komisaris nomor : SK-09/DK-SB/IX/2020 Decree of Board of Commissioners No. SK- 09/DK-SB/IX/2020	10 September 2020 - sekarang 10 September 2020 - present
Oke Nurwan	Sekretaris Secretary	Keputusan Dewan Komisaris nomor : SK-09/DK-SB/IX/2020 Decree of Board of Commissioners No. SK- 09/DK-SB/IX/2020	10 September 2020 - sekarang 10 September 2020 - present
Franciscus M.A. Sibarani	Anggota Member	Keputusan Dewan Komisaris nomor : SK-09/DK-SB/IX/2020 Decree of Board of Commissioners No. SK- 09/DK-SB/IX/2020	10 September 2020 - sekarang 10 September 2020 - present
Darusman Mawardi	Anggota Member	Keputusan Dewan Komisaris nomor : SK-09/DK-SB/IX/2020 Decree of Board of Commissioners No. SK- 09/DK-SB/IX/2020	10 September 2020 - sekarang 10 September 2020 - present

Profil Ketua dan Anggota Komite

Ketua serta anggota Komite Nominasi dan Remunerasi seluruhnya berasal dari Dewan Komisaris. Profil lengkap disajikan pada "Profil Dewan Komisaris" pada bab "Profil Perusahaan".

Profile of Chairman and Members of the Committee

Chairman as well as Members of the Nomination and Remuneration Committee are all from the Board of Commissioners. Complete profiles are presented in the section on "Profile of the Board of Commissioners" in the chapter on "Company Profile" of this annual report.

Piagam (Charter) Komite

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Nominasi dan Remunerasi berpedoman pada Surat Keputusan Dewan Komisaris Nomor: SK-09/DK-SB/IX/2020 tanggal 10 September 2020 yang telah disetujui dan disahkan oleh Dewan Komisaris.

Charter of the Committee

In performing its duties and responsibilities, the Nomination and Remuneration Committee refers to the Decision Letter of the Board of Commissioners No. SK-09/DK-SB/IX/2020 dated 10 September 2020 as approved and ratified by the Board of Commissioners.

Tugas dan Tanggung Jawab

Sesuai yang tercantum pada surat keputusan Dewan Komisaris Perseroan Nomor: SK-09/DK-SB/IX/2020, Komite Nominasi & Remunerasi Perseroan memiliki tugas dan tanggung jawab sebagai berikut:

1. Terkait dengan kebijakan Nominasi:
 - a. Menyusun dan merekomendasikan kepada Dewan Komisaris atas hasil pelaksanaan *Talent Classification Meeting* dalam rangka memperoleh *Top Talent* BUMN (BOD & BOD-1) dengan jumlah sekurang-kurangnya 3 orang kandidat untuk setiap pos jabatan Direksi eksisting;

Duties and Responsibilities

As contained in Decision Letter of Board of Commissioners of the Company No. SK-09/DK-SB/IX/2020, the Company's Nomination and Remuneration Committee has duties and responsibilities as follows:

1. Related to Nomination policy:
 - a. Prepare and provide recommendations to Board of Commissioners regarding the results of implementation of talent classification meetings in order to obtain top SOE talent (BOD & BOD-1) with a total of at least 3 candidates for each position of the existing Board of Directors;



- b. Menyusun dan merekomendasikan kepada Dewan Komisaris mengenai sistem serta prosedur pemilihan dan/atau penggantian anggota Dewan Komisaris dan Direksi eksisting;
 - c. Memberikan rekomendasi mengenai calon anggota Dewan Komisaris Anak Perusahaan dan/atau Direksi Anak Perusahaan kepada Dewan Komisaris;
 - d. Melaksanakan tugas lainnya yang berkaitan dengan *talent development program* dan amanat yang diberikan sesuai aturan dan ketentuan yang berlaku.
2. Terkait dengan Kebijakan Remunerasi:
- a. Melakukan evaluasi terhadap Kebijakan Remunerasi;
 - b. Memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi;
 - c. Melaksanakan tugas lainnya sesuai aturan dan ketentuan yang berlaku.

- b. Prepare and provide recommendations to the Board of Commissioners regarding the system and procedure for selecting and/or replacing existing members of the Board of Commissioners and Directors;
- c. Provide recommendations regarding candidates for the Board of Commissioners of a subsidiary and/or the Board of Directors of a subsidiary to the Board of Commissioners;
- d. Perform other duties related to the talent development program and the mandate given according to prevailing rules and regulations.

2. Related to Remuneration Policy:
- a. Evaluate the Remuneration Policy;
 - b. Provide recommendations to the Board of Commissioners regarding the remuneration policy for the Board of Commissioners and the Board of Directors;
 - c. Perform other duties in accordance with prevailing rules and regulations.

Independensi

Keanggotaan Komite Nominasi & Remunerasi bersifat Independen. Adapun seluruh anggota tidak memiliki hubungan afiliasi dengan Manajemen Perseroan termasuk menjabat salah satu jabatan dalam struktur organisasi Perseroan maupun Anak Perusahaan.

Independency

Membership of the Nomination and Remuneration Committee is independent in nature. All members are not affiliated with the Management of the Company including serving in one of the positions in the organizational structure of the Company as well as Subsidiary.

Kriteria Independensi Independency Criteria	Endang Tirtana	Oke Nurwan	Franciscus M.A. Sibarani	Darusman Mawardi
Tidak berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi SDM Not from managerial position under the Board of Directors in charge of HR	✓	✓	✓	✓
Tidak mempunyai hubungan afiliasi dengan perusahaan, anggota dewan komisaris, anggota direksi atau pemegang saham utama perusahaan. Not affiliated with the Company, members of the Board of Commissioners, or members of the Board of Directors or major shareholders of the company.	✓	✓	✓	✓
Tidak mempunyai hubungan keluarga sedarah sampai derajat ke 3 baik menurut garis lurus maupun garis ke samping ataupun hubungan timbul karena perkawinan dengan anggota dewan komisaris lainnya atau dengan direksi No family relations up to the third degree line either vertically or horizontally or relations arising from marriage with another member of the Board of Commissioners or with the Board of Directors	✓	✓	✓	✓
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha perusahaan. No business relations, either directly or indirectly, which are related to the Company's business activities.	✓	✓	✓	✓

Laporan Pelaksanaan Kegiatan

Sepanjang tahun 2021, Komite Nominasi & Remunerasi telah menjalankan tugas dan kegiatan meliputi:

Report on Committee's Activity Implementation

Throughout 2021, the Nomination & Remuneration Committee has carried out its duties and activities including:

Komite di Bawah Dewan Komisaris

Committee Under Board of Commissioners

1. Melakukan penyusunan *Top Talent* BOD dan BOD-1
2. Melakukan *monitoring* dan evaluasi terhadap struktur remunerasi penggajian dan pemberian *benefit* bagi Karyawan
3. Melakukan penyusunan, *monitoring* dan evaluasi rencana dan program kerja Komite Nominasi & Remunerasi
4. Melakukan *monitoring* dan evaluasi terhadap sosialisasi nilai budaya organisasi

Agenda Rapat

Rapat Komite Nominasi dan Remunerasi diselenggarakan secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan atau sesuai permintaan Dewan Komisaris. Sepanjang tahun 2021, Komite Nominasi dan Remunerasi mengadakan rapat sebanyak 3 (tiga) kali dengan agenda sebagai berikut:

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
1	25 Februari 2021, via Zoom Meeting 25 February 2021, via Zoom Meeting	Penyusunan Top Talent BOD dan BOD-1 Preparation of Top Talent BOD and BOD-1
2	2 Juli 2021, via Zoom Meeting 2 July 2021, via Zoom Meeting	Pembahasan Pembentukan Tim Peningkatan Produktivitas dan Safety & Health Environment (SHE). Discussion on Formation of Productivity Improvement Team and Safety & Health Environment (SHE).
3	21 Desember 2021, via Zoom Meeting 21 December 2021, via Zoom Meeting	Reviu Kinerja Komite Nominasi dan Remunerasi tahun 2021 Nomination and Remuneration Committee Performance Review 2021

Meeting Agenda

Nomination and Remuneration Committee meetings are held periodically at least 1 (one) time in 4 (four) months or at the request of the Board of Commissioners. Throughout 2021, the Nomination and Remuneration Committee held 3 (three) meetings with the following agenda:

Frekuensi dan Tingkat Kehadiran

Frequency and Attendance

No.	Nama Anggota Komite Name of Committee Member	Jumlah Wajib Rapat Total Mandatory Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Level (%)
1	Endang Tirtana	3	3	100%
2	Oke Nurwan	3	3	100%
3	Franciscus M.A. Sibarani	3	3	100%
4	Darusman Mawardi	3	3	100%

Pendidikan dan Pelatihan Tahun Buku

Pendidikan dan Pelatihan Komite Nominasi dan Remunerasi disampaikan dalam bab "Profil Perusahaan"

Kebijakan Suksesi Direksi

Perseroan menerapkan kebijakan suksesi Direksi sebagai langkah mempersiapkan dan melanjutkan regenerasi kepemimpinan di masa depan. Hal tersebut sesuai dengan Peraturan Menteri BUMN No. PER-11/MBU/07/2021 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.

Rincian pembahasan tentang "Sukses Direksi" diuraikan pada bagian "Nominasi Dewan Komisaris dan Direksi" dalam bab ini.

Education and Training in Fiscal Year

The Education and Training of the Nomination and Remuneration Committee is presented in the chapter on "Company Profile"

Succession Policy of the Board of Directors

The Company implements the succession policy of the Board of Directors as a step in preparing and continuing leadership regeneration in the future. This is in line with the Regulation of the Minister of SOE's No. PER-11/MBU/07/2021 on the Requirements, Procedures of Appointment and Dismissal of Members of the Board of Directors in State-Owned Enterprises.

Details of discussion on the "Success of the Board of Directors" are described in the section on "Nomination of the Board of Commissioners and the Board of Directors" in this chapter.



Komite Manajemen Risiko

Komite Manajemen Risiko dibentuk guna memenuhi ketentuan hukum dan perundang-undangan di Indonesia untuk Perusahaan Terbuka dan Badan Usaha Milik Negara (BUMN) serta sebagai bentuk komitmen Perseroan dalam menerapkan *Good Corporate Governance* secara konsisten, mengingat semakin kompleksnya tugas-tugas dan fungsi Dewan Komisaris dalam melakukan Pengawasan terhadap Perseroan.

Dasar Hukum

Ketentuan dibentuknya Komite Manajemen Risiko berdasarkan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, Ditetapkan di Jakarta pada tanggal : 1 Agustus 2011, pada Pasal 18 ayat:

1. Organ pendukung Dewan Komisaris/Dewan Pengawas, terdiri dari:
 - a. Sekretariat Dewan Komisaris/Dewan Pengawas, jika diperlukan;
 - b. Komite Audit;
 - c. Komite Lainnya, jika diperlukan.
2. Komite Lainnya sebagaimana dimaksud pada ayat (1) huruf c, terdiri dari namun tidak terbatas pada Komite Pemantau Manajemen Risiko, Komite Nominasi dan Remunerasi dan Komite Pengembangan Usaha.
3. Seorang atau lebih anggota komite sebagaimana dimaksud pada ayat (1) huruf c berasal dari anggota Dewan Komisaris/Dewan Pengawas.

Ketentuan lebih lanjut mengenai Sekretariat, Komite Audit dan Komite Lainnya sebagaimana dimaksud pada ayat (1), diatur dalam Peraturan Menteri tersendiri.

Risk Management Committee

The Risk Management Committee was established for the purpose of complying with the laws and regulations in Indonesia for Public Companies and State-Owned Enterprises as well as a form of the Company's commitment in consistently implementing Good Corporate Governance, considering how increasingly complex duties and functions of the Board Commissioners have become in conducting its supervisory function of the Company.

Legal Basis

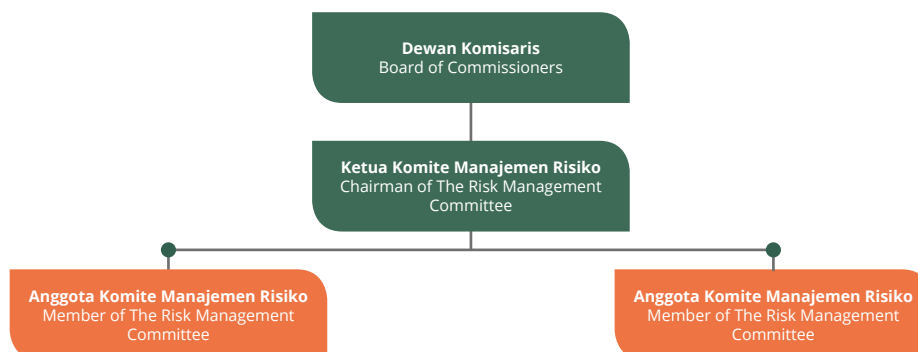
The provision of establishing the Risk Management Committee is based on the Regulation of the State Minister of State-Owned Enterprises No. PER-01/MBU/2011 regarding the Implementation of Good Corporate Governance in State-Owned Enterprises, stipulated in Jakarta on 1 August 2011, in Article 18 paragraph as follows:

1. Supporting organs of the Board of Commissioners/ Supervisory Board shall consist of :
 - a. Secretariat of the Board of Commissioners/ Supervisory Board, if required;
 - b. Audit Committee;
 - c. Other Committees, if required.
2. Other Committees as referred to in paragraph (1) letter c, consist of but not limited to the Risk Management Monitoring Committee, the Nomination and Remuneration Committee and the Business Development Committee.
3. One or more committee members as referred to in paragraph (1) letter c are members of the Board of Commissioners/Supervisory Board.

Further provisions regarding the Secretariate, Audit Committee and Other Committees as referred to in paragraph (1) shall be governed in a separate Ministerial Regulation.

Struktur Komite Manajemen Risiko

Structure of the Risk Management Committee



Komite di Bawah Dewan Komisaris

Committee Under Board of Commissioners

Dasar Hukum Penunjukan Komite Manajemen Risiko

Pada tahun 2021 susunan Komite Manajemen Risiko Perseroan mengalami perubahan, dikarenakan susunan Komite Manajemen Risiko berdasarkan surat Keputusan Dewan Komisaris nomor: SK-06/DK-SB/VIII/2020 dan SK-11/DK-SB/VIII/2020 telah berakhir masa jabatannya. Berdasarkan Surat Keputusan Dewan Komisaris nomor: SK-07/DK-SB/IX/2021 saat ini Komite Manajemen Risiko Perseroan terdiri dari 3 (tiga) orang, dengan susunan sebagai berikut:

Legal Basis of Appointment of the Risk Management Committee

In the year 2021, the composition of the Company's Risk Management Committee has changed, as the term of office of the composition of the Risk Management Committee based on Decision Letter of the Board of Commissioners No. SK-06/DK-SB/VIII/2020 and SK-11/DK-SB/VIII/2020 has ended. Based on Decision Letter of the Board of Commissioners No. SK-07/DK-SB/IX/2021, the Company's current Risk Management Committee consists of 3 (Three) members with the composition as follows:

Susunan Komite Manajemen Risiko 27 September 2021-31 Desember 2021

Composition of Risk Management Committee 27 September 2021-31 December 2021

Nama Name	Jabatan Position	Keterangan Description	Dasar Hukum Penunjukan Legal Basis of Appointment
Chowadja Sanova	Ketua Komite Manajemen Risiko Chairman of Risk Management Committee	Komisaris Independen Perseroan Company Independent Commissioner	Surat Keputusan Dewan Komisaris nomor: SK-07/DK-SB/IX/2021, tanggal 27 September 2021. Decision Letter of the Board of Commissioners No. SK-07/DK-SB/IX/2021, dated 27 September 2021.
Kokok Herdhianto Dirgantoro	Anggota Komite Manajemen Risiko Member of the Risk Management Committee	Pihak Independen, yang memiliki keahlian di bidang Ekonomi & Media Massa. Independent Party with the expertise in the fields of Economic & Mass Media	Surat Keputusan Dewan Komisaris nomor: SK-06/DK-SB/VIII/2020, tanggal 24 Agustus 2020. Decision Letter of the Board of Commissioners No. SK-06/DK-SB/VIII/2020, dated 24 August 2020.
Fahmi Anhar Nurdianto	Anggota Komite Manajemen Risiko Member of the Risk Management Committee	Pihak Independen, yang memiliki keahlian di bidang Administrasi Negara & Media Massa. Independent Party, with the expertise in the fields of State Administration and Mass Media	Surat Keputusan Dewan Komisaris nomor: SK-02/DK-SB/I/2021, tanggal 01 Februari 2021. Decision Letter of the Board of Commissioners No. SK-02/DK-SB/I/2021, dated 01 February 2021.

Susunan Komite Manajemen Risiko 1 Januari 2021-27 September 2021

Composition of Risk Management Committee 1 January 2021-27 September 2021

Nama Name	Jabatan Position	Keterangan Description	Dasar Hukum Penunjukan Legal Basis of Appointment
Franciscus M.A. Sibarani	Ketua Komite Manajemen Risiko Chairman of Risk Management Committee	Komisaris Utama Perseroan President Commissioner	Surat Keputusan Dewan Komisaris nomor: SK-11/DK-SB/VIII/2020, tanggal 10 September 2020. Decision Letter of the Board of Commissioners No. SK-11/DK-SB/VIII/2020, dated 10 September 2020.
Fahmi Anhar Nurdianto*	Anggota Komite Manajemen Risiko Member of the Risk Management Committee	Pihak Independen, yang memiliki keahlian di bidang Administrasi Negara & Media Massa. Independent Party, with the expertise in the fields of State Administration and Mass Media	Surat Keputusan Dewan Komisaris nomor: SK-02/DK-SB/I/2021, tanggal 01 Februari 2021. Decision Letter of the Board of Commissioners No. SK-02/DK-SB/I/2021, dated 01 February 2021.
Kokok Herdhianto Dirgantoro	Anggota Komite Manajemen Risiko Member of the Risk Management Committee	Pihak Independen, yang memiliki keahlian di bidang Ekonomi & Media Massa. Independent Party with the expertise in the fields of Economic & Mass Media	Surat Keputusan Dewan Komisaris nomor: SK-06/DK-SB/VIII/2020, tanggal 24 Agustus 2020. Decision Letter of the Board of Commissioners No. SK-06/DK-SB/VIII/2020, dated 24 August 2020.
Muhammad Imran**	Anggota Komite Manajemen Risiko Member of the Risk Management Committee	Pihak Independen, yang memiliki keahlian di bidang Ekonomi. Independent Party, with the expertise in Economics.	Surat Keputusan Dewan Komisaris nomor: SK-6/DK-SB/VIII/2020, tanggal 24 Agustus 2020. Decision Letter of the Board of Commissioners No. SK-6/DK-SB/VIII/2020, dated 24 August 2020.

* Menjabat sejak 1 Februari 2021 | Serving since 1 February 2021

** Menjabat sampai dengan 31 Januari 2021 | Served until 31 January 2021



Profil Komite Manajemen Risiko

Profile of Risk Management Committee

Periode 27 September 2021-31 Desember 2021



Chowadja Sanova

Ketua Komite Manajemen Risiko
Chairman of the Risk Management Committee

Profil lengkap disajikan pada "Profil Dewan Komisaris" pada bab "Profil Perusahaan".

Complete profile is presented in section on "Profile of the Board of Commissioners" in the chapter on "Company Profile" of this annual report.



Kokok Herdhianto Dirgantoro

Anggota Komite Manajemen Risiko
Member of the Risk Management Committee

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Tangerang, Banten	Tangerang, Banten
Usia Age	45 tahun pada akhir Tahun Buku 2021	45 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Surabaya, 17 Agustus 1976	Surabaya, 17 August 1976
Riwayat Pendidikan Educational Background	S1 Studi Pembangunan dari Universitas Brawijaya Malang (2001)	Bachelor's degree in Development Study from Universitas Brawijaya, Malang (2001)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Manajemen Risiko berdasarkan Keputusan Dewan Komisaris Perusahaan Perseroan nomor : SK-06/DK-SB/VIII/2020, tanggal 24 Agustus 2020	Appointed as Member of the Risk Management Committee based on Decision Letter of the Company's Board of Commissioners No. SK-06/DK-SB/VIII/2020 dated 24 August 2020
Rangkap Jabatan Concurrent Position	Founder & CEO Opal Communications (2013-sekarang)	Founder & CEO Opal Communications (2013-sekarang)
Pengalaman Kerja Work Experience	1. Co Founder & Direktur PT Triliant Communication (2005-2013) 2. Staf Media Relation PT Bank Permata (2003-2005) 3. Senior Account Executive PT Stracomm Indonesia (2002-2003) 4. Jurnalis Jawa Pos (2000-2002)	1. Co-Founder & Director of PT Triliant Communication (2005-2013) 2. Staff of Media Relations of PT Bank Permata (2003-2005) 3. Senior Account Executive of PT Stracomm Indonesia (2002-2003) 4. Journalist at Jawa Pos (2000-2002)
Pendidikan dan Pelatihan Education and Training	Disajikan dalam bab "Profil Perusahaan".	Presented in the chapter on "Company Profile"
Hubungan Afiliasi Affiliation	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama	No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders
Jumlah Kepemilikan Saham SMBR Total Ownership of SMBR Shares	Tidak mempunyai saham SMBR	No ownership of SMBR shares

Komite di Bawah Dewan Komisaris

Committee Under Board of Commissioners



Fahmi Anhar Nurdiyanto

Anggota Komite Manajemen Risiko
Member of the Risk Management Committee

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jawa Tengah	Central Java
Usia Age	36 tahun pada akhir Tahun Buku 2021	36 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Magelang, 20 April 1985	Magelang, 20 April 1985
Riwayat Pendidikan Educational Background	S1 Administrasi Negara dari Universitas Negeri Sebelas Maret (2007)	Bachelor's degree in State Administration of Universitas Negeri Sebelas Maret (2007)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Manajemen Risiko berdasarkan Keputusan Dewan Komisaris Perusahaan Perseroan nomor : SK-02/DK-SB/I/2021, tanggal 01 Februari 2021	Appointed as Member of the Risk Management Committee based on Decision Letter of the Company's Board of Commissioners No. SK-02/DK-SB/I/2021 dated 01 February 2021
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	1. Tenaga Teknis Tim Serap Aspirasi UU Cipta Kerja Kementerian Koordinator Bidang Perekonomian (2020-2021) 2. Accounting Bourbon Docking & Sourcing DMCEST Dubai UAE (2017-2020) 3. International Contributor PT Media Televisi Tbk (Metro TV) (2018-2020) 4. Area Customer Experience Specialist PT Bank Tabungan Pensiunan Nasional Tbk (2013-2017) 5. Operations Officer PT Bank Tabungan Pensiunan Nasional Tbk (2008-2013) 6. News Anchor PT Televisi Terang Abadi Surakarta (2007-2008) 7. Announcer PT Radio PTPN Rasitania (2004-2007)	1. Technical Staff in the Aspiration Captivation Team for Job Creation Law of the Coordinating Ministry of Economics (2020-2021) 2. Accounting Bourbon Docking & Sourcing DMCEST Dubai UAE (2017-2020) 3. International Contributor PT Media Televisi Tbk (Metro TV) (2018-2020) 4. Area Customer Experience Specialist PT Bank Tabungan Pensiunan Nasional Tbk (2013-2017) 5. Operations Officer PT Bank Tabungan Pensiunan Nasional Tbk (2008-2013) 6. News Anchor PT Televisi Terang Abadi Surakarta (2007-2008) 7. Announcer PT Radio PTPN Rasitania (2004-2007)
Pendidikan dan Pelatihan Education and Training	Disajikan dalam bab "Profil Perusahaan".	Presented in the chapter on "Company Profile"
Hubungan Afiliasi Affiliation	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama	No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders
Jumlah Kepemilikan Saham SMBR Total Ownership of SMBR Shares	Tidak mempunyai saham SMBR	No ownership of SMBR shares

Periode 1 Januari 2021 - 27 September 2021



Franciscus M.A. Sibarani

Ketua Komite Manajemen Risiko
Chairman of the Risk Management Committee

Profil lengkap disajikan pada "Profil Dewan Komisaris" pada bab "Profil Perusahaan".

Complete profile is presented in section on "Profile of the Board of Commissioners" in the chapter on "Company Profile" of this annual report.

**Muhammad Imran**

Anggota Komite Manajemen Risiko
Member of the Risk Management Committee

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Jawa Tengah	Central Java
Usia Age	41 tahun pada akhir Tahun Buku 2021	41 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Palu, 22 September 1980	Palu, 22 September 1980
Riwayat Pendidikan Educational Background	Sarjana Ekonomi Akuntansi dari Universitas Negeri Sebelas Maret (2004)	Bachelor's degree in Accounting Economics from Universitas Negeri Sebelas Maret (2004)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Anggota Komite Manajemen Risiko PT Semen Baturaja (Persero) Tbk berdasarkan Keputusan Dewan Komisaris Perusahaan Perseroan Nomor: SK-06/DK-SB/VIII/2020 tanggal 24 Agustus 2020	Appointed as Member of the Risk Management Committee of PT Semen Baturaja (Persero) Tbk based on Decision Letter of the Company's Board of Commissioners No. SK-06/DK-SB/VIII/2020 dated 24 August 2020
Rangkap Jabatan Concurrent Position	Finance Manager PT Sentul PP Properti	Finance Manager PT Sentul PP Properti
Pengalaman Kerja Work Experience	- Komisaris Utama PT Pekanbaru Permai Propertindo - Finance Manager PT Sentul PP Properti	- President Commissioner of PT Pekanbaru Permai Propertindo - Finance Manager of PT Sentul PP Properti
Pendidikan dan Pelatihan Education and Training	Disajikan dalam Bab "Profil Perusahaan"	Presented in the Chapter "Company Profile"
Hubungan Afiliasi Affiliation	Tidak ada hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama	No affiliation with members of the Board of Commissioners, other members of the Board of Directors and majority shareholders
Jumlah Kepemilikan Saham SMBR Total Ownership of SMBR Shares	Tidak mempunyai saham SMBR	No ownership of SMBR shares

Piagam (Charter) Komite

Pelaksanaan tugas dan tanggung jawab Komite Manajemen Risiko berpedoman pada Piagam Komite Manajemen Risiko yang telah disetujui dan disahkan oleh Dewan Komisaris di tahun 2017.

Tugas dan Tanggung Jawab Komite

Sesuai yang tercantum pada Piagam Manajemen Risiko yang disahkan Dewan Komisaris pada tahun 2017, Komite Manajemen Risiko Perseroan memiliki tugas dan tanggung jawab sebagai berikut:

1. Bertanggung jawab menjalankan tugas dengan sebaik-baiknya berpedoman pada Piagam Komite Manajemen Risiko
2. Menyusun Rencana Kerja Komite Risiko Tahunan (RKKRT) di setiap awal periode yang disetujui oleh Dewan Komisaris
3. Melakukan reviu atas permohonan persetujuan Direksi kepada Dewan Komisaris atas rencana *corporate action*, antara lain:
 - a. Rencana Kerja Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja Lainnya

Charter of the Committee

Implementation of duties and responsibilities of the Risk Management Committee is based on the Charter of the Risk Management Committee as approved and ratified by the Board of Commissioners in 2017.

Duties and Responsibilities of the Committee

As contained in the Charter of the Risk Management Committee, ratified by the Board of Commissioners in 2017, the Risk Management Committee of the Company has the duties and responsibilities as follows:

1. Properly carry out the duties based on the Risk Management Committee Charter
2. Prepare Annual Risk Committee Work Plan at the beginning of each period approved by the Board of Commissioners
3. Review requests for approval from the Board of Directors to the Board of Commissioners on corporate action plans, including:
 - a. Company Budget Work Plan (RKAP), Company Long Term Plan and Other Work Plans

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Committee Under Board of Commissioners

- b. Investasi, kerja sama investasi, penyertaan modal atau kegiatan bisnis perusahaan lainnya
- c. Pembentukan atau pembubaran anak perusahaan atau perusahaan patungan
- d. Pengelolaan aset, penjaminan aset dan pelepasan aset
- e. Hal lain yang membutuhkan saran dan masukan dari Dewan Komisaris
4. Memantau dan melakukan evaluasi atas rencana dan pelaksanaan kerja unit kerja GCG dan manajemen risiko
5. Memitigasi risiko-risiko utama yang dihadapi perusahaan dan memastikan bahwa manajemen telah mengambil langkah-langkah yang diperlukan untuk mengelola risiko tersebut
6. Melakukan evaluasi kebijakan dan strategi manajemen risiko Perseroan
7. Secara berkala melaporkan hasil pemantauan dan evaluasi serta memberikan rekomendasi atas hal-hal yang perlu mendapatkan perhatian Dewan Komisaris

- b. Investments, investment cooperation, equity participation or other company business activities
- c. Establishment or dissolution of a subsidiary or joint venture
- d. Asset management, asset guarantee and asset disposal
- e. Other matters that require advice and insight from the Board of Commissioners
4. Monitor and evaluate the work plan and implementation of the GCG and risk management work units
5. Mitigate the main risks exposed to the Company and ensure that management has taken the necessary measures to manage such risks
6. Evaluate the Company's risk management policies and strategies
7. Periodically report the results of monitoring and evaluation and provide recommendations on matters that require the attention of the Board of Commissioners

Independensi Anggota Komite

Keanggotaan Komite Manajemen Risiko bersifat Independen. Adapun seluruh anggota tidak memiliki hubungan afiliasi dengan Manajemen Perseroan termasuk menjabat salah satu jabatan dalam struktur organisasi Perseroan maupun Anak Perusahaan.

Independency of Committee Members

Membership of the Risk Management Committee is independent in nature. All members are not affiliated with the Management of the Company including serving in one of the positions in the organizational structure of the Company or Subsidiary.

Kriteria Independensi Independency Criteria	Anggota Komite Manajemen Risiko Member of the Risk Management Committee				
	Baru New			Lama Old	
	Chowadja Sanova	Kokok Herdhianto Dirgantoro	Fahmi Anhar Nurdiyanto	Franciscus M.A. Sibarani	Muhammad Imran
Tidak mempunyai hubungan afiliasi dengan perusahaan, anggota dewan komisaris, anggota direksi atau pemegang saham utama perusahaan. Not affiliated with the Company, members of the Board of Commissioners, members of the Board of Directors	✓	✓	✓	✓	✓
Tidak mempunyai hubungan keluarga sedarah sampai derajat ke 3 baik menurut garis lurus maupun garis ke samping ataupun hubungan timbul karena perkawinan dengan anggota dewan komisaris lainnya atau dengan direksi No family relations up to the third level line, either vertically or horizontally or a relationship arising from marriage with another member of the Board of Commissioners or with the Board of Directors	✓	✓	✓	✓	✓
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha perusahaan. No business relations, either directly or indirectly, related to the Company's business activities.	✓	✓	✓	✓	✓
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi perusahaan ini dalam waktu 6 (enam) bulan sebelum mengambil posisi tersebut. Not working or having the authority and responsibility to plan, lead, control or supervise the Company within 6 (six) months prior to assuming such position.	✓	✓	✓	✓	✓



Pelaksanaan Kegiatan di 2021

Komite Manajemen Risiko Perseroan menjalankan berbagai agenda kegiatan sepanjang tahun 2021. Agenda tersebut untuk memantau kinerja bulanan perusahaan khususnya di bidang manajemen risiko, Good Corporate Governance (GCG), pemasaran, dan lain-lain. Termasuk mendapat tugas khusus mengawal kinerja pemasaran secara umum dan juga secara khusus memantau pemasaran di Area 2 sebagai daerah potensial yang diharapkan memberikan kontribusi signifikan.

Komite Manajemen Risiko telah melakukan berbagai rapat dan koordinasi terkait pembahasan dan review atas kinerja perusahaan bulanan bersama jajaran BOD-1, rapat bulanan bersama BOC dan rapat internal Komite periode triwulan. Selain itu, Komite Manajemen Risiko juga turut menghadiri rapat gabungan BOD-BOC untuk membahas kinerja Perseroan.

Selain itu, Komite Manajemen Risiko juga mengikuti berbagai pelatihan, sosialisasi maupun *focus group discussion* yang diadakan oleh Kementerian BUMN terkait upaya penguatan Manajemen Risiko dan GCG.

Rapat Komite

Kebijakan

Mengacu pada Piagam Manajemen Risiko, rapat komite diselenggarakan secara berkala sedikitnya 1 (satu) kali dalam 3 (tiga) bulan. Kendati demikian, rapat dapat juga dilaksanakan sesuai permintaan Dewan Komisaris.

Realisasi

Hingga 31 Desember 2021, Komite Manajemen Risiko setiap bulannya melakukan rapat dengan Dewan Komisaris dan koordinasi di internal Komite sebanyak 17 kali.

Activities Implementation in 2021

The Company's Risk Management Committee carried out various agendas of activities throughout 2021. The agenda is to monitor the Company's monthly performance, especially in the areas of risk management, Good Corporate Governance (GCG), marketing, and others. Including the special assignment of overseeing marketing performance in general and also specifically monitoring marketing in Area 2 as a potential area that is expected to make a significant contribution.

The Risk Management Committee has conducted various meetings and coordination related to the discussion and review of the Company's performance monthly with the BOD-1 staff, monthly meetings with the BOC and internal Committee meetings for the quarterly period. In addition, the Risk Management Committee also attended the joint BOD-BOC meeting to discuss the Company's performance.

In addition, the Risk Management Committee also participated in various training, socialization and focus group discussions held by the Ministry of SOEs related to efforts to strengthen Risk Management and GCG.

Committee Meeting

Policy

Referring to the Charter of Risk Management, the committee meetings are held periodically at least 1 (one) time in 3 (three) months. Even so, the meetings may be held as per requested by the Board of Commissioners.

Realization

Until December 31, 2021, the Risk Management Committee holds 17 meetings with the Board of Commissioners and internal coordination every month.

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
1	14-Jan-21 via Zoom Meeting	Paparan Reviu Kinerja Bulan Desember dan s.d Desember 2020 oleh Masing - Masing Anggota Komite Manajemen Risiko Presentation of Performance Review for December and until December 2020 by Each Member of the Risk Management Committee
2	11-Feb-21 via Zoom Meeting	Pembahasan Kinerja Bulan Januari 2021 Discussion of Company Performance in January 2021
3	15-Mar-21 via Zoom Meeting	Pembahasan Kinerja Bulan Februari 2021 Discussion of Company Performance in February 2021
4	12-Apr-21 via Zoom Meeting	1. Paparan Realisasi Kinerja Komite MR Triwulan I, 2. Update Laporan Triwulan I 3. Penyusunan Piagam Charter Komite MR 1. Exposure to the Realization of the MR Committee Performance in the First Quarter, 2. Update Quarterly Report I 3. Preparation of the MR Committee Charter

Komite di Bawah Dewan Komisaris

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No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
5	13-Apr-21 via Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Maret 2021 dan Triwulan I 2021 Discussion of Company Performance in March 2021 and up to 1 st Quarter 2021
6	10-May-21 via Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan April 2021 dan s.d April 2021 Discussion of Company Performance in April 2021 and up to April 2021
7	19-May-21 via Zoom Meeting	Strategi Pengendalian Harga Pokok dan Biaya Transport untuk Pencapaian Target RKAP Strategy for controlling production cost and transport expense to achieve target
8	15-Jun-21 via Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Mei 2021 dan s.d Mei 2021 Discussion of Company Performance in May 2021 and up to May 2021
9	13-Jul-21 via Zoom Meeting	Update Progress Strategi Penurunan Biaya Angkutan Update Progress of Transportation Cost Reduction Strategy
10	14-Jul-21 via Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Juni 2021 dan s.d Juni 2021 Discussion of Company Performance in June 2021 and up to June 2021
11	16-Aug-21 via Zoom Meeting	Paparan Reviu Laporan Monitoring Risiko Korporat Triwulan II 2021 Presentation of the Review of the Second Quarter 2021 Corporate Risk Monitoring Report
12	16-Aug-21 via Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Juli 2021 dan s.d Juli 2021 Discussion of Company Performance in July 2021 and up to July 2021
13	07-Sep-21 via Zoom Meeting	Review laporan kinerja bulan Agustus 2021 Review of August 2021 performance report
14	10-Sep-21 via Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Agustus 2021 dan s.d Agustus 2021 Discussion of Company Performance in August 2021 and up to August 2021
15	16-Nov-21 via Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan Oktober 2021 dan s.d Oktober 2021 Discussion of Company Performance in October 2021 and up to October 2021
16	20-Dec-21 via Zoom Meeting	Pembahasan Kinerja Perusahaan Bulan November 2021 dan s.d November 2021 Discussion of Company Performance in November 2021 and up to November 2021
17	28-Dec-21 Ruang Rapat Kantor Perwakilan Jakarta Jakarta Representative Office Meeting Room	Evaluasi kinerja Komite Manajemen Risiko 2021 dan Paparan Program Kerja 2022 Evaluation of the performance of the 2021 Risk Management Committee and the Exposure of the 2022 Work Program

Frekuensi dan Tingkat Kehadiran

Frequency and Attendance

No.	Nama Name	Jumlah Wajib Rapat Total Mandatory Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Level (%)
1	Chowadja Sanova	3	3	100
2	Kokok Herdhianto Dirgantoro	17	17	100
3	Fahmi Anhar Nurdiyanto	17	17	100
4	Franky Sibarani	14	14	100

Kegiatan Peningkatan Kompetensi Komite Manajemen Risiko

Program Pendidikan & Pelatihan Komite Manajemen Risiko disampaikan dalam bab "Profil Perusahaan".

Risk Management Committee Competency Improvement Activities

The Risk Management Committee Education & Training Program is presented in the "Company Profile" chapter.



Sekretaris Perusahaan

Corporate Secretary

Dasar Pengangkatan Sekretaris Perusahaan

Pengangkatan Sekretaris Perusahaan Perseroan mengacu pada beberapa peraturan perundang-undangan yakni sebagai berikut:

1. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara Pasal 20
2. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 pasal 29 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara
3. Peraturan Otoritas Jasa Keuangan Nomor 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik

Berdasarkan POJK No. 35/POJK.04/2014, Sekretaris Perusahaan bertugas mengikuti perkembangan pasar modal khususnya peraturan perundang-undangan yang berlaku di bidang pasar modal; memberikan masukan kepada Direksi dan Dewan Komisaris emiten atau perusahaan publik untuk mematuhi ketentuan peraturan perundang-undangan di bidang pasar modal; membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola perusahaan yang meliputi:

1. Keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi pada situs web emiten atau perusahaan publik.
2. Penyampaian laporan kepada Otoritas Jasa Keuangan tepat waktu.
3. Penyelenggaraan dan dokumentasi Rapat Umum Pemegang Saham.
4. Penyelenggaraan dan dokumentasi rapat Direksi dan/atau Dewan Komisaris; dan
5. Pelaksanaan program orientasi terhadap perusahaan bagi Direksi dan/atau Dewan Komisaris.
6. Sebagai penghubung antara emiten atau perusahaan publik dengan pemegang saham emiten atau perusahaan publik, Otoritas Jasa Keuangan, dan pemangku kepentingan lainnya.

Basis of Appointment of Corporate Secretary

The appointment of the Company's Corporate Secretary refers to several laws and regulations as follows:

1. Law of the Republic of Indonesia No. 19/2003 concerning State-Owned Enterprises Article 20
2. Regulation of the Ministry of State-Owned Enterprises No. PER-01/MBU/2011 article 29 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises
3. Regulation of the Financial Services Authority No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies

Based on OJK Regulation No. 35/POJK.04/2014, the Corporate Secretary has the duty to keep up with developments in the capital market, particularly on prevailing laws and regulations in capital market sector; to provide input to the Board of Directors and the Board of Commissioners of issuers or public companies to comply with rules and regulations in capital market sector; to assist the Board of Directors and the Board of Commissioners in implementing good corporate governance which includes the following:

1. Disclosure of information to the public, including the availability of information on the website of the issuer or public company.
2. Submission of reports to the OJK on a timely manner.
3. Organization and documentation of the General Meeting of Shareholders.
4. Organization and documentation of meetings of the Board of Directors and/or the Board of Commissioners; and
5. Implementation of company orientation programs for the Board of Directors and/or the Board of Commissioners.
6. As a liaison between the issuer or public company and the shareholders of the issuer or public company, OJK, and other stakeholders.

Sekretaris Perusahaan

Corporate Secretary

Struktur Organisasi Sekretaris Perusahaan

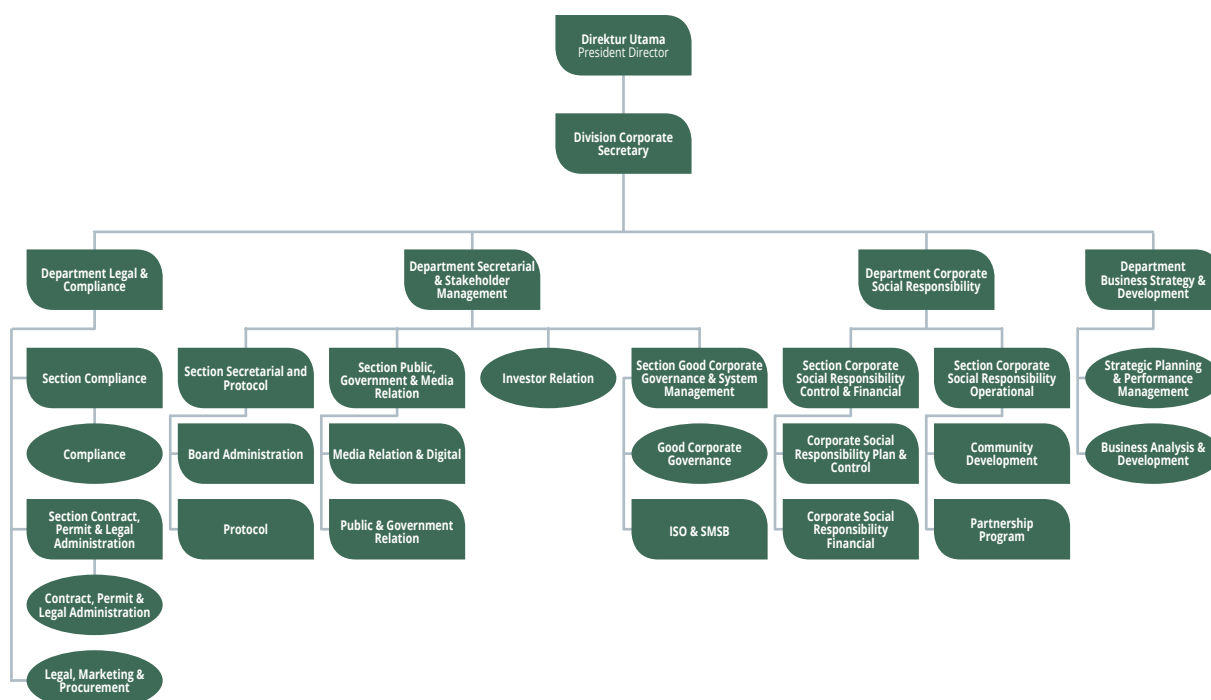
Perseroan menempatkan seorang Sekretaris Perusahaan yang bertanggung jawab langsung kepada Direktur Utama. Sekretaris Perusahaan dibantu oleh *Department Legal & Compliance*, *Department Secretarial & Stakeholder Management*, *Department Corporate Social Responsibility* dan *Department Business Strategy & Development*.

Sekretaris Perusahaan bertugas memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta, serta pelayanan pemberian informasi yang dibutuhkan mengenai data atau performa Perseroan dalam batas-batas yang ditetapkan dalam Protokol Informasi yang ditetapkan perusahaan dan penyampaian laporan-laporan lainnya yang kepada *stakeholders* lainnya sesuai peraturan perundang-undangan disampaikan tepat waktu.

Organizational Structure of the Corporate Secretary

The Company assigns a Corporate Secretary who reports directly to the President Director. The Corporate Secretary is assisted by the Legal & Compliance Department, Secretarial & Stakeholder Management Department, Corporate Social Responsibility Department and Business Strategy & Development Department.

The Corporate Secretary is responsible for providing information required by the Board of Directors and the Board of Commissioners periodically and/or at any time requested, as well as assist in providing information needed on Company data or performance within the limits set forth under the Information Protocols stipulated by the Company and in delivering other reports in timely manner to other stakeholders in accordance with the laws and regulations.





Doddy Irawan

Vice President

(22 Oktober 2020 – sekarang)

(22 October 2020 – present)

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	42 tahun pada akhir Tahun Buku 2021	42 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Palembang, 30 Mei 1979	Palembang, 30 May 1979
Riwayat Pendidikan Educational Background	S1 Akuntansi dari Universitas Sriwijaya (2002)	Bachelor's degree from Sriwijaya University (2002)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Surat keputusan Direksi PT Semen Baturaja (Persero) Tbk PH.01.04/124A/2020, sejak tanggal 22 Oktober 2020	Decision Letter of the Board of Directors of PT Semen Baturaja (Persero) Tbk PH.01.04/124A/2020, since 22 October 2020
Pengalaman Kerja Work Experience	1. Vice President Logistic PT Semen Baturaja (Persero) Tbk (2019-2020) 2. Vice President Marketing PT Semen Baturaja (Persero) Tbk (2018-2019) 3. Pj. Ka. Dept pemasaran PT Semen Baturaja (Persero) Tbk (2017-2018) 4. Waka. Dept. Proyek BTA II Non Teknik Merangkap Biro Akuntansi (2015-2017) 5. Ka. Biro Akuntansi (2010) 6. Staf Ka. Dept. Keuangan. Tk. Ka. Bagian ditugaskan sebagai Pgs. Ka. Biro Akuntansi PT Semen Baturaja (Persero) Tbk (2009) 7. Ka. Bagian Akuntansi Umum PT Semen Baturaja (Persero) Tbk (2008) 8. Ka. Bagian Keuangan PBR PT Semen Baturaja (Persero) Tbk (2007) 9. Asisten Analisa Keuangan Tk. Ka. Seksi PT Semen Baturaja (Persero) Tbk (2006-2007) 10. Ka. Seksi Adm Biaya, HP & Penyiapan Laporan PT Semen Baturaja (Persero) Tbk (2005) 11. Pj. Ka. Seksi Persediaan & Penjualan PT Semen Baturaja (Persero) Tbk (2005) 12. Staf Ka. Bagian Akuntansi Biaya Tk. Seksi ditugaskan pada Seksi Adm. Persediaan & Penjualan PT Semen Baturaja (Persero) Tbk (2004)	1. Vice President of Logistic PT Semen Baturaja (Persero) Tbk (2019-2020) 2. Vice President of Marketing PT Semen Baturaja (Persero) Tbk (2018-2019) 3. Acting Head of Marketing Department of PT Semen Baturaja (Persero) Tbk (2017-2018) 4. Deputy Head of BTA II Project Non-Technical Concurrently the Accounting Bureau (2015-2017) 5. Head of Accounting Bureau (2010) 6. Staff of Head of Finance Department. Assigned as Supervisory Head of Accounting Bureau of PT Semen Baturaja (Persero) Tbk (2009) 7. Head of General Accounting Section of PT Semen Baturaja (Persero) Tbk (2008) 8. Head of PBR Finance Division of PT Semen Baturaja (Persero) Tbk (2007) 9. Assistant Head of Financial Analysis Section at PT Semen Baturaja (Persero) Tbk (2006-2007) 10. Head of Cost Administration, HP & Report Preparation Section of PT Semen Baturaja (Persero) Tbk (2005) 11. Acting Head of Supply & Sales Section of PT Semen Baturaja (Persero) Tbk (2005) 12. Staff of Head of Cost Accounting Section assigned to Supply & Sales Administration Section of PT Semen Baturaja (Persero) Tbk (2004)

Tugas dan Tanggung Jawab

Sekretaris Perusahaan memiliki tugas dan tanggung jawab utama yang telah ditetapkan oleh Perseroan, di antaranya:

1. Bertanggung jawab dalam menyetujui, menetapkan dan mengarahkan strategi pengelolaan hukum & pengelolaan sengketa hukum agar dapat memastikan kepatuhan terhadap semua peraturan & standar serta keputusan legal yang menguntungkan Perseroan.
2. Bertanggung jawab dalam menyetujui, menetapkan dan mengarahkan pengelolaan perjanjian & perizinan untuk memastikan kegiatan operasional Perseroan dapat memenuhi seluruh aspek legalitas yang berlaku.

Duties and Responsibilities

The Corporate Secretary has the main duties and responsibilities as set forth by the Company, including the following:

1. Responsible for approving, establishing and directing legal management strategies & legal dispute management in order to ensure compliance with all regulations & standards as well as legal decisions for the interest of the Company.
2. Responsible for approving, establishing and directing the management of agreements & permits to ensure that the Company's operational activities meet all applicable legal aspects.

Sekretaris Perusahaan

Corporate Secretary

3. Bertanggung jawab dalam menyetujui, menetapkan dan mengarahkan proses pengelolaan kesekretariatan dan protokol direksi demi menunjang mobilitas dan operasional kerja Direksi.
4. Bertanggung jawab dalam mengarahkan, mengembangkan dan memutuskan proses komunikasi dengan media, pemerintah & industri agar Perseroan selalu mengetahui kebijakan pemerintah & perubahan di industri serta menjaga citra positif Perseroan di mata *Stakeholder*.
5. Bertanggung jawab dalam mengarahkan, mengembangkan dan membangun hubungan dengan investor agar dapat selalu memberikan publikasi positif mengenai kinerja Perseroan dan menaikkan harga saham.
6. Bertanggung jawab dalam mengembangkan, mengarahkan dan menetapkan program tanggung jawab sosial perusahaan atau *Corporate Social Responsibility* untuk memastikan perusahaan dapat membantu dalam upaya mensejahterakan masyarakat, melestarikan lingkungan hidup sekitar serta menggerakkan roda perekonomian secara tepat guna dan tepat sasaran.
7. Bertanggung jawab dalam mengembangkan, mengarahkan dan memutuskan pelaksanaan system management untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai ISO, SMSB dan pengendalian utama Perseroan.
3. Responsible for approving, determining and directing the secretarial management process and protocols for the Board of Directors to support the mobility and business operations of the Board of Directors.
4. Responsible for directing, developing and deciding the communication process with the media, government & industry to ensure the Company keeps abreast with government policies & changes in the industry and maintains a positive image of the Company in the eyes of stakeholders.
5. Responsible for directing, developing and building relationships with investors in order to provide positive publications at all times concerning the Company's performance and to increase shares price.
6. Responsible for developing, directing and establishing the Corporate Social Responsibility program to ensure the Company can assist in efforts to improve the welfare of the communities, preserve the surrounding environment as well as to help drive the economy effectively and on target.
7. Responsible for developing, directing and determining the implementation of the management system to ensure complete and adequate assessment coverage regarding ISO, SMSB and the Company's main control.

Pelaksanaan Tugas pada Tahun Buku

Pada tahun 2021, Perseroan melalui *Corporate Secretary* telah melakukan pelaksanaan tugas Sekretaris Perusahaan dan menyampaikan berbagai informasi terkait operasional Perseroan dalam rangka keterbukaan informasi baik secara internal maupun kepada eksternal yang meliputi:

1. Menyelenggarakan Rapat: Direksi (Internal), Rapat Direksi dan Staff, Rapat Dewan Komisaris dan Direksi, Rapat Umum Pemegang Saham, *Public Expose* dan Rapat Tinjauan Manajemen.
2. Melaksanakan GCG dengan konsisten termasuk menetapkan strategi pelaksanaan praktik GCG, proses pelaksanaan asesmen GCG, proses penilaian & kajian implementasi GCG untuk memastikan praktik GCG berjalan sesuai prinsip-prinsip yang berlaku dan mengarahkan pelaksanaan *monitoring* GCG, proses tindak lanjut pada temuan hasil asesmen GCG, proses pelaksanaan eksternal asesmen untuk memastikan implementasi dan pelaksanaan tindak lanjut GCG.
3. Menerbitkan Annual Report Tahun Buku 2020 dan memenuhi kewajiban pelaporan ke Bursa Efek Indonesia (BEI) & Otoritas Jasa Keuangan (OJK).
1. Organizing Board of Directors Meeting (internal), Board of Directors and Staff Meeting, Board of Commissioners and Board of Directors Meeting, General Meeting of Shareholders, Public Expose and Management Review Meeting
2. Implement GCG consistently, including establishing implementation strategies of GCG practices, process of GCG assessment implementation, process of GCG assessment & review implementation, to ensure that GCG practices run in accordance with applicable principles and direct the implementation of GCG monitoring, follow-up process on GCG assessment result findings, process of external assessment implementation to ensure implementation and follow-ups are carried out.
3. Publish the 2020 Annual Report and fulfill the obligation of reporting to the Indonesia Stock Exchange & Financial Services authority.

Implementation of Duties in Fiscal Year

In the year 2021, through the Corporate Secretary, the Company conducted the duties of the Corporate Secretary and disclosed various information related to the Company's operational activities in the context of information transparency, both internally and externally, including on the following matters:



4. Melakukan penyaluran pendanaan kepada UMK Binaan dan program Bina Lingkungan yang tepat sasaran, termasuk melakukan monitoring terhadap tingkat kolektibilitas dan efektivitas setiap program CSR serta menerbitkan Laporan Pelaksanaan Program Kemitraan dan Bina Lingkungan (PKBL) sesuai dengan SAK ETAP dan aturan lainnya yang berlaku.
5. Melakukan pengurusan perijinan Perusahaan, pembuatan MoU, serta melakukan pengendalian aspek kepatuhan hukum Perseroan agar selalu sesuai dengan aspek kepatuhan hukum yang berlaku.
6. Administrasi Kesekretariatan Perseroan, mengarahkan administrasi kesekretariatan Perseroan untuk memastikan ketersediaan dokumen secara lengkap serta melakukan penyempurnaan keprotokolan.
7. Kegiatan Komunikasi Internal Karyawan Perseroan merupakan elemen penting dalam membangun reputasi Perseroan, guna menunjang ketersediaan informasi yang penting bagi seluruh karyawan Perseroan, Corporate Secretary memiliki tugas menyebarkan informasi, program maupun kebijakan manajemen. Penyebarluasan informasi tersebut, dilaksanakan melalui: Website internal Perseroan/Intranet, Surat Edaran, E-mail dan melalui Sosialisasi di lingkungan Perseroan.
8. Kegiatan Komunikasi Eksternal Perseroan menyediakan informasi kepada publik guna menyediakan kemudahan bagi publik untuk mengakses informasi dan data Perseroan. Hal ini juga merupakan pemenuhan Undang-Undang RI Nomor 14 tahun 2008 tentang Keterbukaan Informasi Publik yang menyatakan bahwa keterbukaan informasi merupakan sarana mengoptimalkan pengawasan publik terhadap penyelenggara Negara dan Badan Publik lainnya. Perseroan membuka akses terhadap informasi maupun data Perseroan dalam bentuk menerbitkan Materi Publikasi Perusahaan (Iklan, Berita, dll) serta melakukan update dan *monitoring Website*, media sosial dan portal BUMN.
4. Assist in distributing funds to Foster Small and Medium-Scale Businesses and the Community Development program that are on-target, including monitoring of the rate of collectability and effectiveness of each CSR program as well as publish the Report on the Implementation of the Partnership and Community Development Program in accordance with (Financial Accounting Standards) ETAP and other applicable provisions.
5. Manage Company licenses, preparing MoU, and control over the company's legal compliance aspects so as to always comply with applicable legal compliance.
6. Manage Company Secretariate's Administration, directing the secretariate's administration to ensure availability of complete documents as well as to improve various protocol matters.
7. Manage the Company's Employee Internal Communication activities as an important element in building the Company's reputation. In order to encourage the availability of material important for all employees of the company, the corporate Secretary has the duties to disseminate management information, programs and policies. Such distribution of information is carried out through: the Company's internal website/Intranet, Circular Letter, E-mail and through Socialization within the Company's environment.
8. Manage the Company's External Communication in providing information to the public for the convenience of the public to access Company information and data. This is also in compliance to Law No.14 of the Republic of Indonesia of 2008 on the Disclosure of Public Information which states that information transparency is a means of optimizing public monitoring of the State institution and othe Public entities. The Company provides the access to Company information and data in the form of Company Publication Materials (Advertisement, News, etc) as well as to update and monitor the website, social media and BUMN portals.

Sekretaris Perusahaan

Corporate Secretary

Pendidikan dan Pelatihan Tahun Buku

Kegiatan pengembangan kompetensi yang diikuti oleh Sekretaris Perusahaan pada tahun buku adalah:

Education and Training in Fiscal Year

Activities on competency development joined by the Corporate Secretary during the fiscal year are as listed below:

No.	Pendidikan dan Pelatihan Trainings	Penyelenggara Organizer	Tanggal Date
Doddy Irawan			
1	Business Continuity Management	Risk Workshop International	10 Maret 2021 10 March 2021
2	Webinar Nasional Dunia Usaha KPK	Komisi Pemberantasan Korupsi (KPK)	28 April 2021 28 April 2021
3	Writing Skill	Indonesia Corporate Secretary Association (ICSA)	29 Juli 2021 29 July 2021
4	Training DDP	PPM Manajemen	9 & 12 Agustus 2021 9 & 12 August 2021
5	GRI- CDP Advanced Seminar: ESG Risk Analysis and Management	Indonesia Corporate Secretary Association (ICSA)	21-22 Oktober 2021 21-22 October 2021
6	CEO Networking & FGD Risk Maturity Level 2021	Indonesia Stock Exchange (IDX) - Otoritas Jasa Keuangan (OJK)	16 November 2021 16 November 2021
7	Pengenalan Aspek ESG sebagai salah satu Penunjang Bisnis Berkelanjutan Introduction of ESG Aspects as a Support for Sustainable Business	Indonesia Corporate Secretary Association (ICSA)	19 November 2021 19 November 2021
8	Capital Market Webinar	Indonesia Stock Exchange (IDX) - GRI Indonesia	1 Desember 2021 1 December 2021
9	Best Practice Tata Kelola Perusahaan Berdasarkan Asean CG Scorecard Best Practice of Corporate Governance Based on Asean CG Scorecard	Indonesia Corporate Secretary Association (ICSA)	9 Desember 2021 9 December 2021



Unit Audit Internal

Internal Audit Unit

Regulator mengamanatkan bahwa setiap emiten atau perusahaan publik wajib memiliki Unit Audit Internal. Unit ini menjalankan fungsi kegiatan pemberian keyakinan dan konsultasi yang bersifat independen dan objektif dengan tujuan untuk meningkatkan nilai dan memperbaiki operasional Perseroan, melalui pendekatan yang sistematis, dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian, dan proses tata kelola perusahaan.

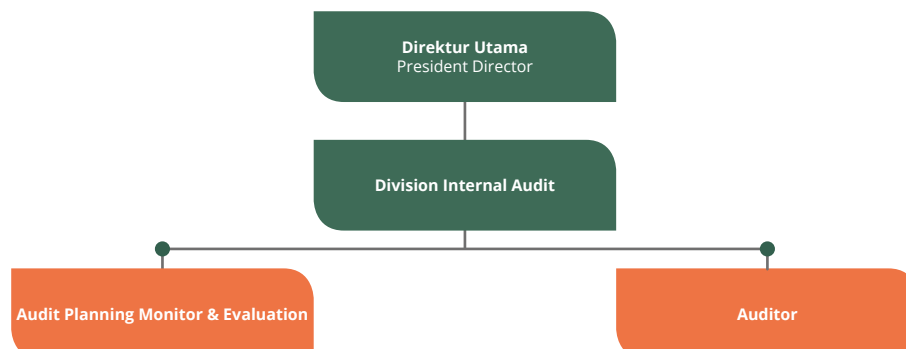
Dasar Hukum

Pembentukan unit audit internal Perseroan mengacu pada peraturan sebagai berikut:

1. Undang-Undang Republik Indonesia No. 19 Tahun 2003 tentang Badan Usaha Milik Negara di Pasal 67.
2. Peraturan Menteri Negara BUMN No: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diubah dengan PER-09/MBU/2012.
3. Peraturan Otoritas Jasa Keuangan Nomor 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.

Kedudukan Unit Audit Internal dalam Struktur Perseroan

Kedudukan Unit Audit Internal dalam struktur Perseroan berada di bawah dan bertanggung jawab langsung kepada Direktur Utama sesuai dengan SK Direksi Nomor PH.01.04/035/2021 tanggal 18 Agustus 2021. Unit Audit Internal dipimpin oleh *Vice President Internal Audit* yang membawahi para Auditor Internal yang bertugas di antaranya melakukan perencanaan audit, melaksanakan audit, evaluasi dan *monitoring* tindak lanjut hasil audit. Adapun struktur tersebut digambarkan dalam bagan berikut ini:



The regulator mandates that every issuer or public company must establish an Internal Audit Unit. This unit provides assurance and consulting activities that are independent and objective with the objective to increase the value and improve the Company's operations, through a systematic approach, by evaluating and increasing the effectiveness of risk management, control and corporate governance processes.

Legal Basis

The Internal Audit Unit is established with reference to the regulations as follows:

1. Law of the Republic of Indonesia No.19 of 2003 concerning State Owned Enterprises Article 67
2. Regulation of the Ministry of BUMN No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises as amended by PER-09/MBU/2012.
3. Regulation of the Financial Services Authority (OJK) No. 56/POJK.04/2015 concerning the Establishment and Guidelines for the Preparation of the Internal Audit Unit Charter.

The Internal Audit Unit's Position within the Corporate Structure

The position of the Internal Audit Unit within the corporate structure is under and directly reports to the President Director in accordance with the Decision Letter of the Board of Directors No. PH.01.04/035/2021 dated 18 August 2021. The Internal Audit Unit is lead by the Vice President of Internal Audit who oversee Internal Auditors assigned, among others, to plan audits, conduct audits, evaluate and monitor audit results follow-up. The structure of this function is shown in the diagram below:

Unit Audit Internal

Internal Audit Unit

Pengangkatan Division Internal Audit

Dasar hukum pengangkatan Kepala Unit Internal Audit (Division Internal Audit) mengacu pada Peraturan Otoritas Jasa Keuangan Nomor 56/POJK.04/2015 tentang Pembentukan Dan Pedoman Penyusunan Piagam Unit Audit Internal.

Kepala Unit Audit Internal diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris. Setiap pengangkatan, penggantian, atau pemberhentian Kepala Unit Audit Internal harus diberitahukan kepada Otoritas Jasa Keuangan. Adapun alur pengangkatan dan pemberhentian Kepala Unit Audit Internal digambarkan sebagai berikut.

Appointment of Internal Audit Division

The legal basis of the appointment of Head of the Internal Audit Division refers to the Regulation of the Financial Services Authority No. 56/POJK.04/2015 on the Formation and Guidelines of Establishing the Internal Audit Unit Charter.

Head of the Internal Audit Unit is appointed and dismissed by the President Director upon approval of the Board of Commissioners. Each appointment, replacement, or dismissal of the Head of the Internal Audit Unit must first be informed to the Financial Services Authority. The flow process of the appointment and dismissal of the Head of the Internal audit Unit is portraed in the diagram below.

Alur Pengangkatan/Pemberhentian Division Internal Audit

Process Flow of the Appointment/Dismissal of the Internal Audit Division





Profil Kepala Unit Audit Internal

Profile of Head of Internal Audit Unit



Heru Rusdiansyah
Vice President

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang	Palembang
Usia Age	45 tahun pada akhir Tahun Buku 2021	45 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Palembang, 16 Mei 1976	Palembang, 16 May 1976
Riwayat Pendidikan Educational Background	1. Magister Manajemen Keuangan Universitas Sriwijaya (2018) 2. Sarjana Akuntansi Universitas Sriwijaya (2000)	1. Master's degree in Financial Management from Sriwijaya University (2018) 2. Bachelor's degree in Accounting from Sriwijaya University (2000)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Menjabat sebagai Vice President Internal Audit PT Semen Baturaja (Persero) Tbk berdasarkan Surat Keputusan Direksi PH.01.04/052/2018 sejak tanggal 15 Agustus 2018	Appointed as Vice President of Internal Audit of PT Semen Baturaja (Persero) Tbk based on Decision Letter of the Board of Directors No. PH.01.04/052/2018 since 15 August 2018
Pengalaman Kerja Work Experience	- Vice President Accounting & Finance PT Semen Baturaja (Persero) Tbk (2018) - Ka. Departemen Keuangan PT Semen Baturaja (Persero) Tbk (2016-2018) - Ka. Biro Anggaran dan Analisa Keuangan PT Semen Baturaja (Persero) Tbk (2007-2016) - Ka. Biro Perbendaharaan, Pajak & Asuransi PT Semen Baturaja (Persero) Tbk (2006-2007) - Ka. Bagian Keuangan Pabrik Panjang PT Semen Baturaja (Persero) Tbk (2005-2006) - Ka. Bagian Keuangan Pabrik Baturaja PT Semen Baturaja (Persero) Tbk (2004-2005) - Ka. Bagian Akuntansi Biaya PT Semen Baturaja (Persero) Tbk (2003-2004).	- Vice President Accounting & Finance PT Semen Baturaja (Persero) Tbk (2018) - Head of Finance Department of PT Semen Baturaja (Persero) Tbk (2016-2018) - Head of Budget and Financial Analysis of PT Semen Baturaja (Persero) Tbk (2007-2016) - Head of Treasury, Tax & Insurance of PT Semen Baturaja (Persero) Tbk (2006-2007) - Head of the Financial Section of Panjang Plant of PT Semen Baturaja (Persero) Tbk (2005-2006) - Head of the Finance Section of Baturaja Plant of PT Semen Baturaja (Persero) Tbk (2004-2005) - Head of Costs Accounting Section of PT Semen Baturaja (Persero) Tbk (2003-2004)
Pendidikan dan Pelatihan Education and Training	Disajikan pada bagian "Profil Perusahaan"	Presented in the chapter on "Company Profile"

Uraian Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Kepala Unit Audit Internal dijelaskan dalam uraian berikut:

1. Bertanggung jawab dalam perencanaan audit yang sesuai dengan kebijakan dan memastikan hasil audit yang berkualitas dan pelaporan yang akurat.
2. Bertanggung jawab dalam audit berbasis risiko untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai risiko dan pengendalian utama organisasi.
3. Bertanggung jawab dalam pengelolaan *fraud* untuk memastikan pengelolaan yang efektif.
4. Bertanggung jawab dalam *monitor* tindak lanjut & *feedback* untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai risiko dan pengendalian utama organisasi.

Description of Duties and Responsibilities

The duties and responsibilities of the Internal Audit Unit are explained below:

1. Responsible for planning the audit in accordance with the policy and ensuring quality audit results and accurate reporting.
2. Responsible for risk-based audits to ensure complete and adequate assessment coverage of the organization's main risks and control.
3. Responsible for fraud management to ensure effective management.
4. Responsible for monitoring follow-up & feedback to ensure complete and adequate assessment coverage of the organization's main risks and control.

Unit Audit Internal

Internal Audit Unit

- Bertanggung jawab dalam monitor audit untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai risiko dan pengendalian utama organisasi.
- Bertanggung jawab dalam pendampingan untuk memastikan cakupan penilaian yang lengkap dan memadai mengenai risiko dan pengendalian utama organisasi.
- Penelitian dan pemeriksaan semua catatan, dokumen dan harta milik Perseroan yang berhubungan dengan audit.
- Penilaian produktivitas, efektivitas dan efisiensi sistem pengendalian internal.
- Rekomendasi pelaksanaan penghapusan barang dan peralatan dari aset Perseroan.
- Rekomendasi kepada Direksi terkait penunjukan akuntan publik.
- Pelaksanaan akses komunikasi yang memadai dengan Komite Audit.
- Penyetujuan rekomendasi penambahan program audit operasional dan ICT.
- Rekomendasi terhadap kebijakan dasar serta perubahan sistem dan prosedur yang berpengaruh pada bisnis Perseroan.
- Pemberian peringatan kepada karyawan yang melanggar peraturan yang berlaku.
- Rekomendasi promosi, demosi dan mutasi dari karyawan binaannya ke unit/fungsi manajemen talenta.
- Responsible for monitoring the audit to ensure a complete and adequate assessment of the organization's main risks and control.
- Responsible for mentoring to ensure a complete and adequate assessment coverage of the organization's main risks and control.
- Perform research and examine all records, documents and assets of the Company related to the audit.
- Conduct assessment of productivity, effectiveness and efficiency of the internal control system.
- Provide recommendations for the implementation of goods and equipment write-off from the Company's assets.
- Provide recommendations to the Board of Directors regarding the appointment of a public accountant.
- Implement adequate communication access with the Audit Committee.
- Provide approval of recommendations for additional operational and ICT audit programs.
- Provide recommendations on basic policies as well as changes to systems and procedures that affect the Company's business.
- Provide warnings to employees who conduct breaches to prevailing regulations.
- Provide recommendations for promotions, demotions and transfers from the employees under its supervision to the talent management unit/function.

Jumlah Pegawai Auditor Internal

Hingga 31 Desember 2021, Unit Audit Internal Perseroan dalam menjalankan fungsi pengawasannya memiliki sebanyak 13 personil dengan rincian sebagai berikut:

Number of Internal Audit Employees

Up until 31 December 2021, the Company's Internal Audit Unit carries out its supervisory function supported by its 13 personnel with details as listed below:

No.	Nama Name	Jabatan Position	Pendidikan Education
1	Heru Rusdiansyah	Vice President Internal Audit	Ekonomi Akuntansi (S1) Magister Manajemen Keuangan (S2) Accounting Economics (S1) Master in Financial Management (S2)
2	Azhar	Senior Manager Audit Planning, Monitoring & Evaluation	Ekonomi Manajemen (S1) Magister Manajemen SDM (S2) Management Economics (S1) Master in Human Resources Management (S2)
3	Yunina Mardiana	Senior Manager Auditor	Ekonomi Akuntansi (S1) Accounting Economics (S1)
4	Tobok Hendry Hutabarat	Senior Manager Auditor	Ekonomi Akuntansi (S1) Accounting Economics (S1)
5	Arpani	Senior Manager Auditor	Ekonomi Manajemen (S1) Management Economics (S1)
6	R. A. Fifin Zulva	Manager Audit Planning & Monitoring & Evaluation	Ekonomi Akuntansi (S1) Magister Manajemen Keuangan (S2) Accounting Economics (S1) Master in Financial Management (S2)



No.	Nama Name	Jabatan Position	Pendidikan Education
7	Surya Andita Nasution	Manager Auditor	Teknik Informatika (S1) Magister Manajemen SDM (S2) Informatics Engineering (S1) Master in Human Resources Management (S2)
8	Kms. Mohammad Toha	Manager Auditor	Teknik Elektro (SMK) Electrical Engineering (Vocational school)
9	Agus Purwanto	Manager Auditor	Hukum (S1) Law (S1)
10	Tedy Suwandhi	Junior Manager Audit Planning, Monitoring & Evaluation	Teknik Elektro (D3) Electrical Engineering (D3)
11	Azis Sutrisno	Junior Manager Auditor	Akuntansi (D4) Accounting (D4)
12	Idris Taminawa	Junior Manager Auditor	IPA (SMA) Science (High School)
13	Heri Admadiansyah	Junior Manager Auditor	Teknik Elektro (D3) Teknik Elektro (D4) Electrical Engineering (D3) Electrical Engineering (D4)

Kualifikasi atau Sertifikasi Sebagai Profesi Audit Internal

Perseroan senantiasa mengoptimalkan fungsi dari Unit Audit Internal dengan tersertifikasinya personel auditor internal Perseroan. Perseroan juga mendorong peningkatan kualitas personel audit internal sesuai dengan kebutuhan untuk pelaksanaan tugas internal audit.

Qualification or Certification for Internal Audit Profession

The Company continually optimize the function of the Internal Audit Unit with the certification of the Company's internal auditor personnel. The Company also encourages quality improvement of the internal audit personnel in accordance with the requirements needed to implement the duties of internal audit.

No.	Training/Workshop/Seminar Training/Workshop/Seminar	Waktu Pelaksanaan Execution Time	Penyelenggara Organizer
1	Seminar & Pengukuhan Professional Internal Auditor (PIA) (3 Oktober 2018) OIA-1249 Seminar & Inauguration of Professional Internal Auditor (PIA)	5 Oktober 2021 5 October 2021	Asosiasi Auditor Internal
2	Certified Profesional Risk Management	29 Agustus 2021 29 August 2021	Revolution Mind Indonesia

Program Pengembangan/ Pendidikan dan Pelatihan Tahun Buku

Sebagai upaya meningkatkan kualitas personel Internal Audit sesuai dengan kebutuhan untuk pelaksanaan tugas Internal Audit. Rincian pelaksanaan pengembangan/pendidikan pada tahun buku 2021 disampaikan pada bab "Profil Perusahaan".

Development Program/Education and Training in Fiscal Year

As part of the efforts to improve the quality of Internal Audit personel in accordance with the requirements to perform Internal Audit duties, development/ educational program conducted during the fiscal year 2021 are presented in the chapter on "Company Profile" of this annual report.

Piagam (Charter) Unit Audit Internal

Perseroan memiliki Piagam Internal Audit (*Internal Audit Charter*) yang ditandatangani oleh Direksi dan Dewan Komisaris Perseroan pada 10 Desember 2018. Piagam tersebut merupakan dasar-dasar pelaksanaan tugas Internal Audit yang mencakup Visi, Misi, Wewenang, Ruang Lingkup, Tugas, Tanggung Jawab, Kewajiban, Kode Etik dan Hubungan dengan Komite Audit serta Pihak Internal dan Eksternal Perseroan.

Charter of the Internal Audit Unit

The company retains the Internal Audit Charter signed by the Board of Directors and the Board of Commissioners of the Company on 10 December 2018. The Charter contains the foundation for the implementation of Internal Audit duties which covers: Vision, Mission, Authority, Scope, Duties, Responsibilities, Obligations, Code of Conduct, and Relations with the Audit Committee as well as the company's Internal and

Unit Audit Internal

Internal Audit Unit

Hal-hal yang dimuat di dalam *Internal Audit Charter* adalah:

1. Bab I Pendahuluan: Latar belakang, maksud, visi dan misi;
2. Bab II Division Internal Audit, Definisi dan Tujuan, Struktur Kedudukan dan Fungsi, Ruang Lingkup, Tugas dan Tanggung Jawab, Wewenang, Pertanggungjawaban serta Larangan Rangkap Jabatan
3. BAB III Kode Etik: Umum dan Standar Perilaku
4. BAB IV Persyaratan Auditor Internal
5. Bab V Standar Pelaksanaan Tugas: Umum, Independensi dan Objektivitas, serta Kompetensi
6. BAB VI Pola Hubungan: Hubungan dengan Auditee, Hubungan dengan Auditor Eksternal, Hubungan dengan Komite Audit, Komite Manajemen Risiko dan *Good Corporate Governance* (GCG)
7. BAB VII Penutup

Kode Etik Auditor Internal

Internal Auditor Perseroan berpedoman pada Standar Profesi Audit Internal (SPAI) dari Konsorsium Organisasi Profesi Audit Internal dan *Code of Ethics* dari *The Institute of Internal Auditors* dalam menjalankan tugas dan tanggung jawabnya. Auditor internal harus memegang teguh dan mematuhi kode etik sebagai berikut:

1. Berperilaku dan bersikap jujur, objektif dan cermat dalam melaksanakan tugas.
2. Berintegritas dan memiliki loyalitas tinggi terhadap profesi, Perseroan dan internal audit.
3. Menghindari kegiatan atau perbuatan yang merugikan atau patut diduga dapat merugikan profesi auditor internal atau Perseroan.
4. Menghindari aktivitas yang bertentangan dengan kepentingan Perseroan atau yang mengakibatkan tidak dapat melakukan tugas kewajiban secara objektif.
5. Tidak menerima pemberian dalam bentuk apapun dan dari siapapun, baik langsung maupun tidak langsung termasuk dari *auditee*, klien, pelanggan, pemasok, rekanan dan atau pihak yang berkepentingan dengan Perseroan yang mengganggu atau patut diduga dapat mengganggu pertimbangan profesional auditor.
6. Mematuhi sepenuhnya standar profesi auditor internal, kebijakan Perseroan dan peraturan perundangan.
7. Memelihara dan mempertahankan moral dan martabat auditor internal.
8. Tidak memanfaatkan informasi yang diperoleh untuk kepentingan atau keuntungan pribadi atau hal lain yang menimbulkan kerugian atau patut diduga dapat menimbulkan kerugian bagi Perseroan dengan alasan apapun.

External Parties. Details of the content of the Internal Audit Charter are as follows:

1. CHAPTER I: Introduction: Background, Purpose, Vision and Mission;
2. CHAPTER II: Internal Audit Division: Definition and Objectives, Position and Function Structure, Scope, Duties and Responsibilities, Authorities, Accountability and Prohibition of Dual Positions
3. CHAPTER III: Code of Ethics: General and Standards of Conduct
4. CHAPTER IV: Internal Auditor Requirements
5. CHAPTER V: Performance Standards: General, Independency and Objectivity, and Competency
6. CHAPTER VI: Relationship Types: Relationship with Auditee, Relationship with External Auditor, Relationship with Audit Committee, Risk Management Committee and Good Corporate Governance (GCG)
7. CHAPTER VII: Closing

Code of Ethics of Internal Audit

The Company's Internal Auditor is guided by the Internal Audit Profession Standards from the Consortium of Internal Audit Profession Organizations and the Code of Ethics from the Institute of Internal Auditors in performing their duties and responsibilities. Internal Auditors must strongly uphold and comply with the code of ethics as follows:

1. Good behavior and honest, objective and prudent in performing duties.
2. High integrity and loyalty to the profession, the Company and internal audit.
3. Avoid activities or actions that are detrimental or reasonably suspected to be detrimental to the profession of internal auditor or the Company.
4. Avoid activities that are contrary to the interests of the Company or which result in not being able to perform its duties in an objective manner.
5. Accept no gifts in any form and from anyone, either directly or indirectly, including from auditees, clients, customers, suppliers, partners and/or parties having an interest in the Company that interferes or is reasonably suspected to interfere with the auditor's professional judgement.
6. Fully comply with the professional standards of internal auditors, the Company policies and laws and regulations.
7. Maintain and uphold the moral and dignity of the internal auditors.
8. Take no advantage from the information obtained for personal interests or gains or other matters that incur loss or are reasonably suspected of incurring losses to the Company for any reason.



9. Melaporkan semua hasil audit material dengan mengungkapkan kebenaran sesuai fakta yang ada dan tidak menyembunyikan hal yang dapat merugikan Perseroan atau dapat melanggar hukum.

Pelaksanaan Tugas Internal Audit

Kegiatan Internal Audit dijalankan berdasarkan Program Kerja Pemeriksaan Tahunan (PKPT) yang telah ditetapkan pada awal tahun 2021. Berikut adalah uraian singkat pelaksanaan tugas *Division Internal Audit* pada tahun buku:

1. Melakukan pemeriksaan sesuai dengan PKPT (Program Kerja Pemeriksaan Tahunan). Dalam kegiatan ini, Internal Audit telah memeriksa 4 (empat) Objek Pemeriksaan Rutin, 4 (empat) kali Kegiatan Pendampingan Audit Eksternal dan 4 (empat) kali sebagai *Counter part* Audit Eksternal, 2 (dua) kali Audit Internal Sistem Manajemen Semen Baturaja (SMSB). Aspek-aspek yang dinilai dalam kegiatan tersebut mencakup: lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, serta pemantauan.
2. Melakukan Pemeriksaan Khusus/Non PKPT.
3. Sebagai *counter part* Auditor Eksternal antara lain Kantor Akuntan Publik (KAP), *Good Corporate Governance (GCG)*, *Risk Maturity Level Assessment*, *IT Maturity Level Assessment*, Badan Pemeriksa Keuangan (BPK), Badan Pengawasan Keuangan dan Pembangunan (BPKP).
4. Sebagai *counter part* audit internal, antara lain Audit Sistem Manajemen Semen Baturaja (SMSB).

Monitoring Tindak Lanjut Temuan Audit

Unit Audit Internal telah melakukan audit internal sebanyak 4 (empat) audit dan menghasilkan temuan audit sebanyak 19 temuan. Pelaksanaan tindak lanjut temuan tersebut terus dipantau, begitu juga dengan tindak lanjut temuan audit eksternal.

Agenda Rapat

No	Tanggal Date	Agenda Rapat Agenda	Peserta Participant
1	06 Januari 2021 06 January 2021	Update Kinerja Keuangan Desember 2021 dan Progres Audit Tahun Buku 2020 Update on Financial Performance December 2021 and Audit Progress for Fiscal Year 2020	- Internal Audit - Direksi Board of Directors
2	22 Maret 2021 22 March 2021	Rapat Triwulan I Quarterly Meeting I	- Internal Audit - Komite Audit Audit Committee
3	25 Juni 2021 25 June 2021	Rapat Triwulan II Quarterly Meeting II	- Internal Audit - Komite Audit Audit Committee

Implementation of Duties of Internal Audit

Activities of the Internal Audit are carried out based on the Annual Audit Work Program set forth at the beginning of the year 2021. Following are brief descriptions of the implementation of duties of the Internal Audit Division during the fiscal year:

1. Conduct an inspection in accordance with the Annual Audit Work Program. In this activity, the Internal Audit has audited 4 (four) Routine Inspection Objects, 4 (four) Assistance Activities and External Audit Counterpart, 2 (two) Internal Audits of Semen Baturaja Management System. The areas being assessed in these activities include: control environment, risk assessment, control activities, information and communication, and monitoring.
2. Conduct Special/Non-Annual Audit Work Program Examinations.
3. Serve as a counter part of external auditors, including among others Public Accounting Firm, Good Corporate Governance (GCG), Excellent Performance Assessment Criteria, Supreme Audit Agency and other external auditors.
4. Serve as a counterpart of the internal audit, including audits of the Semen Baturaja Management System and risk maturity level.

Monitoring of Audit Finding Follow-Up

Internal Audit Unit has conducted 4 (four) audits and resulted in 19 audit findings. Implementation of the findings follow-up were continuously monitored as well as for external audit findings.

Meeting Agenda

Unit Audit Internal

Internal Audit Unit

No	Tanggal Date	Agenda Rapat Agenda	Peserta Participant
4	21 September 2021 21 September 2021	Rapat Triwulan III Quarterly Meeting III	- Internal Audit - Komite Audit Audit Committee
5	23 Desember 2021 23 December 2021	Rapat Triwulan IV Quarterly Meeting IV	- Internal Audit - Komite Audit Audit Committee

Kehadiran Rapat

Meeting Attendance

	Jumlah Rapat dengan: Number of Meeting with	
	Direksi Board of Directors	Dewan Komisaris (dan/atau Komite Audit) Board of Commissioners (and/or Audit Committee)
Jumlah Rapat Number of Meeting	1	4
Kehadiran Attendance	1	4
Persentase Percentage	100	100



Sistem Pengendalian Internal

Internal Control System

Pengendalian Keuangan dan Operasional serta Kepatuhan Terhadap Perundang-Undangan lainnya

Dalam kebijakan Sistem Pengendalian Internal Perseroan, Direksi memiliki peran dan tanggungjawab untuk mengawasi dan mengarahkan pelaksanaan sistem pengendalian internal (*set the tone from the top*). Direksi menerapkan sistem pengendalian internal melalui penetapan kebijakan pengelolaan Perseroan, rencana strategis dan struktur organisasi secara konsisten serta memenuhi kepatuhan terhadap regulasi yang berlaku.

Sementara Dewan Komisaris memiliki peran dan tanggung jawab mengawasi pengelolaan Perseroan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), ketentuan Anggaran Dasar dan Rapat Umum Pemegang Saham (RUPS). Dalam melaksanakan tugas tersebut, Dewan Komisaris membentuk Komite dibawah Dewan Komisaris yakni Komite Audit, Komite Manajemen Risiko, dan Komite Nominasi & Remunerasi.

Perseroan juga melibatkan pihak lainnya sebagai upaya pengendalian keuangan dan operasional yakni Kantor Akuntan Publik (KAP), lembaga sertifikasi mutu, dan regulator yang juga merupakan bagian sistem pengendalian Perseroan yang berasal dari eksternal Perseroan. KAP bertanggung jawab untuk memberikan penilaian atas kewajaran laporan keuangan. Sementara itu, lembaga sertifikasi mutu bertanggung jawab memberikan penilaian kesesuaian Perseroan dengan standar mutu yang telah ditetapkan.

Financial and Operational Control and Compliance with other Regulation

In the Company's Internal control System, the Board of Directors has the role and responsibility to oversee and direct the implementation of internal control system (*set the tone from the top*). The Board of Directors implements the internal control system through establishing the Company's management policies, strategic plans and organizational structure consistently and in compliance with applicable regulations.

Meanwhile, the Board of Commissioners has the role and responsibility to oversee the Company's management by the Board of Directors including the supervision of the implementation of the Company's Long-Term Plan, Company Work Plan and Budget, provisions of of the Articles of Association and the General Meeting of Shareholders (GMS). In performing these duties, the Board of Commissioners forms the Committee under the board of Commissioners, namely the Audit Committee, Risk Management Committee, and the Nomination and Remuneration Committee.

The Company also involves other parties as an effort in financial and operational control, namely Public Accounting Firm, quality certification agency, and regulator which are also part of the Company's control system from outside of the Company. Public Accounting Firm is responsible for assessing the fairness of the financial statements. In the mean time, the quality certification agency is responsible for providing evaluation of the Company's suitability with the established quality standards.

Sistem Pengendalian Internal

Internal Control System

Kesesuaian Sistem Pengendalian Intern dengan Kerangka yang Diakui Secara Internasional (COSO-Internal Control Framework)

Perseroan telah merancang dan memberlakukan sejumlah kebijakan dan mekanisme yang terkait dengan Lima Komponen Pengendalian Internal Berbasis *Committee of Sponsoring Organizations* (COSO) dan PER-01/MBU/2011. Direksi harus menetapkan suatu sistem pengendalian intern yang efektif untuk mengamankan investasi dan aset perusahaan. Sistem Pengendalian Internal Perseroan terdiri dari 5 (lima) elemen utama yang satu sama lain saling berkaitan, yaitu:

1. Lingkungan pengendalian (*Control Environment*)
2. Penilaian Risiko (*Risk Assessment*)
3. Kegiatan pengendalian (*Control Activities*)
4. Informasi dan komunikasi (*Information & Communications*)
5. Pemantauan (*Monitoring*)

Berikut implementasi penerapan COSO yang telah diterapkan oleh Perseroan.

Internal Control System's Compliance with Internationally-Recognized Framework (COSO-Internal Control Framework)

The Company has designed and implemented several policies and mechanisms related to Five Components of Internal Control Based on the Committee of Sponsoring Organizations (COSO) and PER-01/MBU/2011. The Board of Directors must stipulate an internal control system that is effective to safeguard company investment and assets. The Company's Internal Control System consists of 5 (five) main elements which are interrelated, namely:

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communication
5. Monitoring

Following is implementation of the COSO application used by the Company.

Komponen Component	Kesesuaian dengan Perseroan Company's Conformity	
Lingkungan Pengendalian Control Environment	Lingkungan pengendalian intern dalam Perseroan yang dilaksanakan dengan disiplin dan terstruktur, yang terdiri dari: 1. Integritas, nilai etika dan kompetensi karyawan 2. Filosofi dan gaya manajemen 3. Cara yang ditempuh manajemen dalam melaksanakan kewenangan dan tanggung jawabnya 4. Pengorganisasian dan pengembangan sumber daya manusia 5. Perhatian dan arahan yang dilakukan oleh Direksi	Internal control environment within the Company is implemented in a disciplined and structured manner, which consists of: 1. Integrity, ethical values and competence of employees 2. Philosophy and management style 3. The method adopted by management in exercising its authority and responsibilities 4. Organization and development of human resources 5. Attention and direction provided by the Board of Directors
Penilaian Risiko Risk Assessment	Pengkajian terhadap pengelolaan risiko usaha (<i>risk assessment</i>), yaitu suatu proses untuk mengidentifikasi, menganalisis, menilai pengelolaan risiko yang relevan.	Risk assessment of business management is a process for identifying, analyzing and assessing relevant risk management.
Aktivitas Pengendalian Control Activities	Melakukan tindakan-tindakan yang dilakukan dalam suatu proses pengendalian terhadap kegiatan Perseroan pada setiap tingkat dan unit dalam struktur organisasi BUMN, antara lain mengenai kewenangan, otorisasi, verifikasi, rekonsiliasi, penilaian atas prestasi kerja, pembagian tugas dan keamanan terhadap aset Perseroan	Actions are taken in the process of controlling Company activities at every level and unit under SOE organizational structure, including those related to authority, authorization, verification, reconciliation, assessment of work performance, division of tasks and security of Company assets.
Informasi dan Komunikasi Information & Communications	Menyajikan laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan oleh BUMN.	Presentation of reports on operational, financial activities as well as compliance with statutory provisions for SOEs.
Aktivitas Pemantauan Control Activities	Melakukan penilaian terhadap kualitas sistem pengendalian intern, termasuk fungsi internal audit pada setiap tingkat dan unit dalam struktur organisasi BUMN sehingga dapat dilaksanakan secara optimal.	Quality assessment of internal control system, including the internal audit function at each level and unit in the SOE organizational structure for the purpose of optimal performance.



Selain 5 (lima) komponen tersebut, Perseroan juga memberlakukan mekanisme pelaporan atas dugaan penyimpangan sebagaimana diamanahkan pada Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011. Mekanisme tersebut adalah Mekanisme Pengaduan (*Whistleblowing System*). Mekanisme ini diberlakukan sebagai upaya Perseroan untuk terus meningkatkan praktik transparansi dan keterbukaan informasi khususnya yang terkait dengan pelaporan pelanggaran baik yang dilakukan oleh pegawai maupun manajemen Perseroan.

Hasil Evaluasi Atas Pelaksanaan Sistem Pengendalian Internal Pada Tahun Buku

Sistem Pengendalian Intern (SPI) memiliki peran yang penting dalam mengevaluasi kecukupan dan efektivitas pengendalian internal yang dilakukan oleh manajemen Perseroan. Pengendalian internal merupakan bagian terintegrasi dalam sistem dan prosedur di setiap kegiatan unit kerja. Apabila terjadi penyimpangan, dapat diketahui secara dini dan dilakukan langkah perbaikan oleh unit kerja yang bersangkutan.

Sebagai upaya peningkatan SPI yang efektif, Perseroan senantiasa mendorong manajemen untuk meninjau serta mengevaluasi sistem tersebut. Dalam rangka optimalisasi pelaksanaan evaluasi melalui audit internal, Perseroan menerapkan juga kebijakan Risk Based Audit sejak proses perencanaan, pelaksanaan dan pelaporan oleh *process owner* yang didasarkan pada risiko-risiko strategis.

Pada tahun 2021, Perseroan melalui Satuan Pengawasan Internal telah melaksanakan *assesment* sistem pengendalian internal pada seluruh unit kerja Perseroan. Hal itu dilakukan tidak terbatas melalui mekanisme audit rutin, tetapi juga audit khusus.

Evaluasi pelaksanaan sistem pengendalian internal dilakukan berdasarkan laporan-laporan hasil audit yang kemudian dikelompokkan sesuai dengan kategori sasaran (*objectives*) dan komponen dalam SPI (kerangka COSO). Kemudian, dilakukan analisis secara periodik tahunan, sehingga dapat dilakukan peningkatan (*improvement*) untuk komponen yang memerlukannya. Analisis hasil audit tersebut juga dilakukan untuk mengukur keefektifan dari pencapaian sasaran SPI (operasional Perseroan, keakurasian/keandalan laporan-laporan Perseroan, serta kepatuhan terhadap Peraturan dan Perundangan yang berlaku).

In addition to the 5 (five) components mentioned above, the Company also applies the reporting mechanism for alleged violations as mandated in the Regulation of the State Minister of SOE's No. PER-01/MBU/2011. The mechanism is referred to as the Whistleblowing System, in effect as the Company's effort to continually increase the practices of transparency and disclosure of information, specifically related to the reporting of violations both conducted by Company employees as well as the management.

Assessment Results on the Implementation of Internal Control System in the Fiscal Year

The Internal control System has an important role in evaluating the adequacy and effectiveness of internal control conducted by the Company management. Internal control is an integrated part within the system and procedures in each of the work units' activity. Should a deviation occurs, it may be known at an early stage and steps for correction by the concerned work unit may be taken.

As an effective effort to improve The Internal control System, the Company continuously encourage the management to review and evaluate the system. In the context of optimizing the implementation of evaluation through internal audit, the Company also applies the Risk-Based Audit policy since the process of planning, implementation and reporting by the process owner based on strategic risks.

In the year 2021, through the Internal Audit Unit, the Company conducted the assessment of the internal audit system at all work units of the Company. This was carried out not limited to only through routine audit mechanism, but also special audits.

Evaluation on the implementation of internal control system is carried out based on audit result reports which are then categorized in accordance with the objectives and components of the The Internal control System (COSO framework). Then analysis is conducted annually, so that necessary improvements of the components can be carried out. Analysis of audit results is also done in order to measure the effectiveness of achieving The Internal control System objectives (on the Company's operations, the accuracy/reliability of Company reports, as well as compliance with applicable Laws and Regulations).

Sistem Pengendalian Internal

Internal Control System

Perseroan juga telah melakukan evaluasi atas efektivitas pengendalian internal atas laporan keuangan Perseroan yang berakhir pada 31 Desember 2021 sesuai dengan kriteria yang ditetapkan oleh *Committee of Sponsoring Organizations (COSO) of The Treadway Commision*. Berdasarkan hasil evaluasi tersebut, Perseroan menyimpulkan bahwa sistem pengendalian internal atas laporan keuangan Perseroan yang berakhir pada 31 Desember 2021 telah berjalan secara efektif.

Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Pengendalian Internal

Direksi telah mereview secara berkala tentang kecukupan sistem pengendalian internal. Direksi serta Dewan Komisaris berpandangan bahwa sistem tersebut telah selaras dengan regulasi terkait serta diimplementasikan dengan baik, sehingga sistem pengendalian internal yang diterapkan telah memadai.

The Company has also conducted evaluation of the effectiveness of internal control on the Company's financial statements which ended as of 31 December 2021 in accordance with the set criteria of the Committee of Sponsoring Organizations (COSO) of the Threadway Commission. Based on such evaluation results, the Company concluded that the internal control system on the Company's financial statements which ended as of 31 December 2021 was carried out effectively.

Statement of the Board of Directors and/or the Board of Commissioners on the Adquacy of the Internal Control System

The Board of Directors periodically reviews the adequacy of the internal control system. The Board of Directors and the Board of Commissioners are of the view that the system is in line with relevant regulations and is implemented properly, so that the internal control system implemented is adequate.



Audit Eksternal

External Audit

Perseroan memiliki kebijakan terkait proses penunjukan auditor eksternal atau Kantor Akuntan Publik (KAP) yang dilakukan berdasarkan peraturan perundang-undangan yang berlaku. Komite Audit bertanggung jawab dalam pemilihan akuntan publik. Berikut adalah proses penunjukan auditor eksternal.

1. Komite Audit memberikan hasil evaluasi pelaksanaan audit oleh KAP tahun sebelumnya yaitu Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan. Kemudian, Komite Audit menyampaikan kepada Dewan Komisaris atas evaluasi KAP dan memberikan saran terkait pengadaan Jasa Audit KAP melalui Penunjukan Langsung.
2. RUPS Menyetujui menunjuk Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2021 dan periode lainnya dalam tahun buku 2021, dan Laporan Keuangan penggunaan Dana Program Kemitraan dan Bina Lingkungan Tahun Buku 2021.
3. Dewan Komisaris Perseroan diberikan pelimpahan kewenangan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik.
4. Dewan Komisaris meminta Direksi untuk melakukan proses pengadaan jasa audit KAP, berdasarkan hasil Keputusan RUPS dan sesuai dengan ketentuan Perseroan serta melakukan negosiasi terkait nilai jasa dan ruang lingkup audit.
5. Proses pengadaan KAP melalui Penunjukan Langsung dan Negosiasi terkait nilai jasa dan ruang lingkup audit.

The Company has the policies related to the appointment process of the Public Accounting Firm conducted based on prevailing laws and regulations. The Audit Committee is responsible for selecting the public accountant. Following is the process of appointing the external auditor.

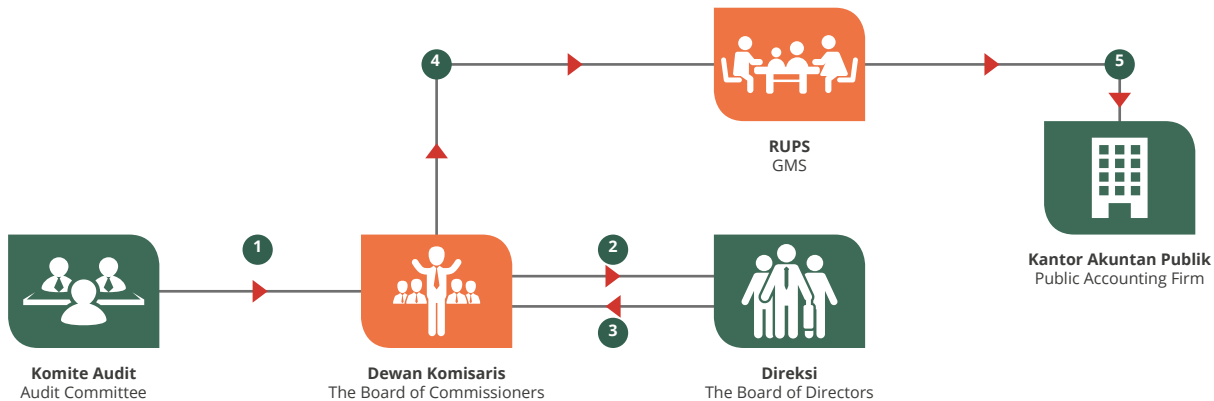
1. The Audit Committee provides the results of the audit implementation evaluation by the KAP from the previous year, name Public Accounting Firm of Amir Abadi Jusuf, Aryanto, Mawar & Partners. Then the Audit Committee reports to the Board of Commissioners on the KAP evaluation and recommends related to procurement of KAP Audit Services through Direct Appointment.
2. The GMS Approves the appointment of Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners to conduct general audit of the Company's Consolidated Financial Statements of Fiscal Year 2021 and other periods within fiscal year 2021, and the Financial Statements on the use of Funds from the Partnership and Community Development Program of Fiscal Year 2021.
3. The Company Board of Commissioners is granted the authority to determine the amount of audit services fees, the required additional scope of work and other appropriate requirements for the Public Accounting Firm.
4. The Board of Commissioners requests the Board of Directors to proceed with processing the procurement of Public Accounting Firm audit services, based on the GMS resolutions and in accordance with the Company's provisions as well as to conduct negotiation related to the nominal value of the services and the scope of the audit.
5. The process of procuring the Public Accounting Firm through Direct Appointment and Negotiation related to the nominal value of the audit services and scope.

Audit Eksternal

External Audit

Adapun secara alur, proses penunjukan KAP dapat digambarkan sebagai berikut.

In terms of the flow, the KAP appointment process is shown in the chart below.



Dalam rangka menjaga profesionalitas dan independensi dalam pelaporan, dalam menentukan auditor eksternal, Perseroan mengacu pada ketentuan Peraturan Menteri Keuangan Nomor: 17/PMK.01/2008 tentang Jasa Akuntan Publik, Pasal 3 terkait pembatasan masa pemberian jasa. Kantor Akuntan Publik (KAP) hanya boleh melakukan audit paling lama untuk 6 (enam) tahun buku berturut turut dan oleh seorang Akuntan Publik maksimal 3 (tiga) tahun buku berturut-turut.

In the context of maintaining professionalism and independency in reporting in determining the extral auditor, the company refers to the Regulation of the Minister of Finance No. 17/PMK.01/2008 regarding Public Accounting Services, Article 3 related to the limitation of services provided. The Public Accounting Firm is only allowed to conduct audit at the longest for 6 (six) consecutive fiscal years and by a Public Accountant at maximum for 3 (three) consecutive fiscal years.

Sementara ketentuan dari Peraturan Otoritas Jasa Keuangan Nomor 13/POJK.03/2017 Pasal 16 menyebutkan bahwa pihak yang melaksanakan kegiatan jasa keuangan wajib membatasi penggunaan jasa audit atas informasi keuangan historis tahunan dari akuntan publik yang sama. Ketentuan itu menegaskan, paling lama untuk periode audit selama 3 (tiga) tahun buku pelaporan secara berturut-turut.

Meanwhile, the provision set under the Regulation of the Financial Services Authority No. 13/POJK.03/2017 Article 16 stated that the party conducting financial service activities is obligated to limit the use of audit services on historical annual financial information from the same public company. Such provision affirms that at maximum the audit period of 3 (three) consecutive reporting years.

Penunjukan Kantor Akuntan Publik

Penunjukan KAP diputuskan melalui Rapat Umum Pemegang Saham (RUPS) Tahunan sebagaimana dinyatakan dalam Berita Acara Nomor 24 tanggal 27 Mei 2021 Notaris Fathiah Helmi. Pada mata acara kelima RUPS, yaitu penunjukan Kantor Akuntan Publik untuk mengaudit laporan keuangan Perseroan dan laporan keuangan Program Kemitraan dan Bina Lingkungan (PKBL) tahun buku 2021, hasil keputusannya adalah:

1. Menyetujui menunjuk Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Appointment of Public Accounting Firm

The appointment of Public Accounting Firm is decided through the Annual General Meeting of Shareholders (AGMS) as stated in the the Minutes of the GMS No. 24 dated 27 May 2021 of Notary Fathiah Helmi. In the fifth agenda of the GMS, name on the appointment of Public Accounting Firm to audit the Company's financial statements and the financial statements of the Partnership and Community Development Program for fiscal year 2021, the concluded resolutions are as follows:

1. Approved the appointment of Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners



(terafiliasi dengan RSM) untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2021 dan periode lainnya dalam tahun buku 2021, dan Laporan Keuangan penggunaan Dana Program Kemitraan dan Bina Lingkungan Tahun Buku 2021.

- Menyetujui memberikan pelimpahan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik.
- Menyetujui memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna untuk menetapkan Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (terafiliasi dengan RSM) karena sebab apa pun tidak dapat menyelesaikan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun buku 2021 dan periode lainnya dalam Tahun buku 2021 dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan Perseroan Tahun buku 2021.

(affiliated with RSM) to conduct a general audit on the Company's Consolidated Financial Statements Fiscal Year 2021 and other periods within the fiscal year 2021, and the Financial Statements on the use of Funds from the Partnership and Community Development Program Fiscal Year 2021.

- Approved the delegation of authority to the Board of Commissioners of the Company to determine the nominal value of the audit services, the required additional scope of work and other appropriate requirements for the Public Accounting Firm.
- Approved the delegation of authority and power to the Board of Commissioners with prior approval from the Shareholders of Series A Dwiwarna Shares to establish Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners (affiliated with RSM) for any reason is not be able to complete the audit of the Company's Financial Statements of Fiscal Year 2021 and other periods within Fiscal Year 2021 and the Financial Statements of the Partnership and Community Program of Fiscal Year 2021.

Jumlah Periode Akuntan Publik dan Kantor Akuntan Publik (KAP) Telah Melakukan Audit Laporan Keuangan Tahunan

Berikut Akuntan Publik dan Kantor Akuntan Publik yang telah mengaudit Laporan Keuangan Perseroan sepanjang tahun 2015-2021, sebagai berikut:

Number of Period the Public Accountant and the Public Accounting Firm (KAP) Has Audited the Annual Financial Statements

Following is the list of Public Accountants and Public Accounting Firms that have audited the Company's Financial Statements between the years 2015-2021:

Audit Tahun Buku Audit Period	Nama Kantor Akuntan Publik Public Accounting Firm	Nama Akuntan Publik Name of Public Accountant	Nilai Kontrak Contract Value	Jangka Waktu Audit Audit Fieldwork	Layanan Lain yang Diberikan Other Services Provided
2021	KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan	Donny Iskandar Maramis	650.000.000	2 bulan	Audit Agreed Upon Procedure (AUP) Pemetaan COA
2020	KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan	Donny Iskandar Maramis	600.000.000	2 bulan	-
2019	Djoko Sidik & Indra	Abdi Nusantara Manihuruk	340.000.000	2 bulan	-
2018	Herman Dody Tanumihardja & Rekan	Ahmad Nadhif T, M.Ak., CA., CPA	306.000.000	2 bulan	-
2017	Herman Dody Tanumihardja & Rekan	Ahmad Nadhif T, M.Ak., CA., CPA	306.000.000	1 bulan	Audit Agreed Upon Procedure (AUP) Proyek Baturaja II
2016	Herman Dody Tanumihardja & Rekan	Ahmad Nadhif T, M.Ak., CA., CPA	306.000.000	2 bulan	-

Audit Eksternal

External Audit

Jasa Lain

Berdasarkan Surat Kementerian BUMN Nomor S-29/DKU.MBU/12/2021 tanggal 21 Desember 2021 perihal *Scope of Work Agreed Upon Procedures* terhadap *information package* masing-masing BUMN dengan ruang lingkup sebagai berikut:

1. Melakukan pencocokan atas pemetaan *Chart of Accounts* (COA) di level GL BUMN dengan COA level GL Kementerian BUMN.
2. Melakukan pencocokan atas pemetaan COA di level GL BUMN dengan COA level Laporan Keuangan/FS BUMN.
3. Melakukan pencocokan atas angka – angka yang diisikan pada *information package* BUMN dengan laporan keuangan BUMN yang telah di audit.

Maka Pada Tahun 2021 Perseroan melakukan jasa lain yaitu *Audit Agreed Upon Procedure* (AUP) terhadap pemetaan COA dan pada tahun 2017 juga pernah dilakukan Audit AUP terhadap Proyek Baturaja II.

Efektivitas Pelaksanaan Audit oleh Akuntan Publik

Komite Audit berkoordinasi dengan Internal Audit dalam melakukan kajian atas efektivitas pelaksanaan audit eksternal. Hal itu dilakukan untuk memastikan bahwa seluruh temuan dapat ditindaklanjuti sesuai kewenangan yang ditetapkan dan meningkatkan kinerja, baik dari segi keuangan maupun operasional. Perseroan berupaya menindaklanjuti setiap temuan pelaksanaan audit oleh Kantor Akuntan Publik, sehingga secara efektif mampu menekan temuan temuan di tahun berikutnya.

Other Services

Based on the Ministry of BUMN Letter No. S-29/DKU.MBU/12/2021 dated 21 December 2021 on the *Scope of Work Agreed Upon the Procedures* on the *information package* of each BUMN with the scope of work as follows:

1. To assess the *Chart of Accounts* (COA) at BUMN GL level in correspond with the COA of BUMN Ministry GL level.
2. To assess the COA mapping at BUMN GL level in correspond with the COA of BUMN Financial Statements/FS level.
3. To assess the filled-in numbers in BUMN *information package* with the audited financial statements of BUMN.

Thus, in the year 2021, the Company carried out other services, namely the *Audit Agreed Upon Procedure* (AUP) on the COA mapping and as in 2017 the AUP Audit was also conducted on the Baturaja II Project.

Effectiveness of Audit Implementation by Public Accountant

The Audit Committee coordinates with the Internal Audit in reviewing the effectiveness of the external audit. This is conducted to ensure that all findings can be followed up according to the assigned authority and to improve performance as well, both from a financial and operational perspective. The Company exerts its efforts to follow up any audit findings made by the Public Accounting Firm so as to effectively reduce the findings in the following year.



Unit Kerja Manajemen Risiko

Risk Management Business Unit

Profil Kepala Unit Kerja Manajemen Risiko

Profile of Head of Risk Management Work Unit



Ahmad Faisal Ramadhan

Kepala Manajemen Risiko
Head of Risk Management

Warga Negara Nationality	Indonesia	Indonesia
Domisili Domicile	Palembang, Sumatera Selatan	Palembang, South Sumatera
Usia Age	40 tahun pada akhir Tahun Buku 2021	40 years as of the end of Fiscal Year 2021
Tempat, Tanggal Lahir Place, Date of Birth	Palembang, 20 Juli 1981	Palembang, 20 July 1981
Riwayat Pendidikan Educational Background	S1, Ekonomi Akuntansi, Universitas Sriwijaya (2004)	Bachelor's degree in Economic Accounting, Sriwijaya University (2004)
Riwayat Jabatan Position Background		
Riwayat Penunjukan Background of Appointment	Surat keputusan Direksi PH.01.04/035/2021, sejak tanggal 18 Agustus 2021	Decision Letter of the Board of Directors PH.01.04/035/2021, since 18 August 2021
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan	No concurrent position
Pengalaman Kerja Work Experience	- Vice President Management Accounting, ICT & Risk Management (Agustus 2021 – sekarang) - Vice President Management Accounting (April 2019 – Agustus 2021) - Senior Manager Cost Accounting (Maret 2018 – April 2019) - Ka. Biro Keuangan Proyek Baturaja II (Januari 2015 – Maret 2018) - Ka Bagian Keuangan Baturaja (Januari 2014 – Januari 2015) - Ka Sub Bidang Keuangan Pembangunan Cement Mill & Packer PBR Tk Pj Ka Bagian (Juli 2012 – Januari 2014) - Asisten Verifikasi Dan Akuntansi Pembangunan Cement Mill & Packer Baturaja Tk. Ka. Seksi (Desember 2011 – Juli 2012) - Asisten Akuntansi Proyek Cement Mill & Packer PBR (Oktober 2011 – Desember 2011) - Ka Seksi Adm Persediaan & Penjualan Merangkap Asisten Akuntansi Proyek Cement Mill Dan Packer PBR (Agustus 2010 – Oktober 2011) - Ka Seksi Adm Persediaan & Penjualan (Juli 2009 – Agustus 2010) - Pelaksana Pada Verifikasi Palembang Di Biro Akuntansi (Februari 2009 – Juli 2009) - Staf Ka Biro Akuntansi Tk Pelaksana Ditugaskan Pada Akuntansi Biaya (Oktober 2007 – Februari 2009)	- Vice President, of Accounting Management, ICT & Risk Management (August 2021 – present) - Vice President of Accounting Management (April 2019 – August 2021) - Senior Manager of Cost Accounting (March 2018 – April 2019) - Head of Finance Bureau of Baturaja II Project (January 2015 – March 2018) - Head of Finance Bureau of Baturaja (January 2014 – January 2015) - Head of Finance Sub-Field of the PBR Cement Mill & Packer Development, assigned as Section Head (July 2012 – January 2014) - Assistant for Verification and Accounting of Baturaja Cement Mill & Packer assigned as Section Head (December 2011 – July 2012) - Assistant for Accounting of PBR Cement Mill & Packer (October 2011 – December 2011) - Head of Supplies & Sales Administration Section and concurrently as Assistant for the Accounting of PBR Cement Mill & Packer (August 2010 – October 2011) - Head of Supplies & Sales Administration Section (July 2009 – August 2010) - Executor in Palembang Verification at the Accounting Bureau (February 2009 – July 2009) - Staff of Head of the Accounting Executor assigned in Costs Accounting (October 2007 – February 2009)
Pendidikan dan Pelatihan Education and Training	- Executive Developing Program Eselon 1 Batch 2 - Awareness Training INDI 4.0	- Executive Developing Program Echelon 1 Batch 2 - Awareness Training INDI 4.0

Unit Kerja Manajemen Risiko

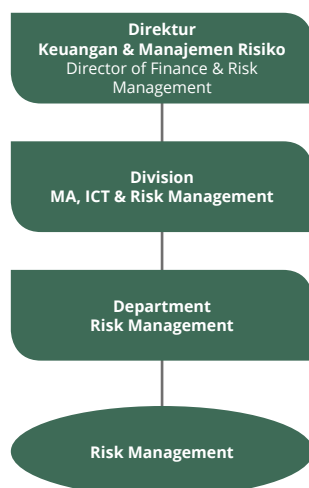
Risk Management Business Unit

Struktur dan kedudukan Unit Manajemen Risiko

Dalam struktur organisasi Perusahaan, Unit Manajemen Risiko ditempatkan di bawah *Division Management Accounting, ICT & Risk Management* sesuai dengan SK Direksi Nomor PH.01.04/035/2021 tanggal 18 Agustus 2021.

Structure and Position of Risk Management Unit

In the Company organizational structure, the Risk Management Unit is positioned under the Accounting Management, ICT & Risk Management Division in accordance with Decision Letter of the Board of Directors No. Nomor PH.01.04/035/2021 dated 18 August 2021.



Jumlah Pegawai Komite atau Unit Kerja Manajemen Risiko

Dalam menjalankan fungsi Manajemen Risiko, per 31 Desember 2021, Unit Kerja Manajemen Risiko memiliki 6 (enam) personil dengan kualifikasi, sebagai berikut:

Number of Employees of Risk Management Committee or Work Unit

In performing its Risk Management function, as of 31 December 2021, the Risk Management Work Unit has 6 (six) personnel with the following qualifications:

No.	Nama Name	Jabatan Position	Pendidikan Education
1	Ahmad Faisal Ramadhan	Vice President MA, ICT & Risk Management	• Ekonomi Akuntansi (D3) • Ekonomi Akuntansi (S1) • Accounting Economics (D3) • Accounting Economics (S1)
2	Adlin Melita	Senior Manager Risk Management	• Administrasi Niaga (D3) • Ekonomi Manajemen (S1) • Magister Sains (S2) • Commerce Administration (D3) • Economic Management (S1) • Master of Science (S2)
3	Andri Irawan	Manager Risk Management	• Ekonomi Manajemen (S1) • Economic Management (S1)
4	Riza Aprianto	Manager Risk Management	• Listrik (D3) • Elektro (S1) • Electricity (D3) • Electrical (S1)
5	Rian Alfiana Assega	Manager Risk Management	• Hukum (S1) • Law (S1)
6	Arya Febby Widyatama	Junior Manager Risk Management	• Teknik Industri (S1) • Industrial Engineering (S1)



Program Pengembangan Kompetensi Manajemen Risiko

Sebagai upaya meningkatkan kualitas personil Unit Kerja Manajemen Risiko sesuai dengan kebutuhan untuk pelaksanaan fungsi Manajemen Risiko. Rincian pelaksanaan pengembangan kompetensi/pendidikan pada tahun buku 2021 disampaikan pada bab "Profil Perusahaan".

Risk Management Competency Development Program

As an effort to improve the quality of the Risk Management Work Unit personnel in accordance with the needs for the implementation of the Risk Management function. Details of the implementation of competency development/education in the 2021 financial year are presented in the "Company Profile" chapter.

Sertifikasi Sebagai Profesi Manajemen Risiko

Certification As a Risk Management Profession

No.	Sertifikasi Certification	Penyelenggara Organizer	Jumlah Personil mengikuti Total Participant
1	Certified Risk Management Officer (CRMO)	Sertifikasi Profesi Manajemen Risiko (LSPMR)	1 orang 1 personnel

Uraian Tugas dan Tanggung Jawab

Rincian tugas dan tanggung jawabnya adalah:

1. Mengelola Penerapan Manajemen Risiko di Perseroan.
2. Menyusun rencana kerja Penerapan Manajemen Risiko.
3. Pendampingan dan koordinator dalam melakukan identifikasi, Analisis dan Evaluasi Risiko-Risiko Korporat dan Investasi.
4. Memonitoring atas realisasi Mitigasi Risiko .
5. Berkoordinasi dengan unit terkait dalam melakukan kajian risiko untuk pembuatan Rencana Kerja Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP).
6. Memantau update peraturan penerapan Manajemen Risiko.
7. Melakukan sosialisasi Manajemen Risiko kepada Insan Semen Baturaja.
8. Melakukan pendampingan Monitoring Komite Manajemen Risiko.

Description of Duties and Responsibilities

Details of duties and responsibilities are as follows:

1. Manage the Implementation of Risk Management in the Company.
2. Develop a work plan for the Implementation of Risk Management.
3. Assist and coordinate in Identifying, Analyzing and Evaluating Corporate Risks and Investment.
4. Monitor the realization of Risk Mitigation.
5. Coordinate with related units in conducting risk assessments for the preparation of the Company Work Plan & Budget and the Company Long Term Plan.
6. Monitor the updating of Risk Management implementation policies.
7. Conduct socialization of Risk Management to Company employees.
8. Accompany in Risk Management Committee's Monitoring.

Unit Kerja Manajemen Risiko

Risk Management Business Unit

Pelaksanaan Tugas

Realisasi pelaksanaan tugas pada tahun buku 2021, yaitu:

1. Melakukan Sosialisasi Profil Risiko Korporat 2021 yang dilaksanakan pada 14 Januari 2021.
2. Bekerjasama dengan Department *ICT Solution & Application*, dalam penyesuaian pada aplikasi *Risk Management System (RMS)* dan pembuatan *Dashboard* Pengendalian Target & Risiko, yang dilakukan mulai Oktober - Desember 2021.
3. Pendampingan *Monitoring* Komite Manajemen Risiko sepanjang tahun 2021.
4. Melakukan Penyusunan Risiko *Lossess Event*, pada bulan Februari 2021.
5. Penyusunan dan Pendampingan Risiko Korporat dan Rencana Tindaklanjuti terkait RKAP Tahun 2021, yang dilaksanakan pada pada bulan September s/d Desember 2021.
6. Melaksanakan sosialisasi *Risk Management System (RMS)* yang dilakukan September s/d Desember 2021.
7. Membuat laporan *Monitoring* Mitigasi Risiko RKAP Korporat Triwulan I, II, III dan IV tahun 2021 yang telah dilaporkan kepada Direksi dan Dewan Komisaris pada bulan April 2021, Juli 2021, Oktober 2021 dan Januari 2022.
8. Memastikan risiko dikelola dengan baik dan *monitoring* efektivitas mitigasi risiko unit kerja sesuai dengan rencana penanganan yang dibuat.
9. Melakukan Penyusunan Risiko Praktik Penyuaapan SMBR Tahun 2021 pada Januari 2021.
10. Mereviu dan menyesuaikan kembali Pedoman Manajemen Risiko dan Piagam Manajemen Risiko, serta membuat SOP Penerapan Manajemen Risiko.
11. Melakukan penguatan Manajemen Risiko bekerjasama dengan Konsultan, serta menindaklanjuti hasil rekomendasi Konsultan tersebut, antara lain: memperkenalkan *risk induction* kepada unit kerja *Human Resource* sebagai bagian dari pengelolaan risiko untuk karyawan yang promosi dan mutasi, memperkenalkan *dashboard early warning system* kepada unit kerja ICT dan pelaksanaan *transfer of knowledge* kepada fungsi unit kerja terkait Tata Kelola, Kerangka Kerja dan Proses Manajemen Risiko.
12. Melaksanakan pengukuran *Risk Maturity Level Assessment* tahun 2021 yang dilakukan oleh Division Internal Audit dengan menggunakan Jasa Konsultan Independen, yang dilaksanakan pada November 2021.
13. Melakukan *Benchmarking* terkait Implementasi Manajemen Risiko.
14. Peningkatan Kompetensi Personil Manajemen Risiko dengan melakukan Pelatihan dan Sertifikasi Profesi Manajemen Risiko.

Implementation of Duties

Realization of duties implemented in fiscal year 2021 is as follows:

1. Socialization of the 2021 Corporate Risk Management Profile on 14 January 2021.
2. Collaboration with ICT Solution & Application Department in the adjustments to the Risk Management System (RMS) application and in establishing the Target & Risk Control Dashboard, October-December 2021
3. Assistance in Risk Management Committee Monitoring throughout the year 2021.
4. Compilation of Losses Event Risks, in February 2021.
5. Compilation and Assistance in Corporate Risk and Follow-Up Plans related to 2021 RKAP in September to December 2021.
6. Socialization on Risk Management System (RMS) in September-December 2021.
7. Report on Monitoring Risk Mitigation of Corporate RKAP Quarter I, II, III and IV in 2021 reported to the Board of Directors and the Board of Commissioners in April 2021, July 2021, October 2021 and January 2022.
8. Ensured risks were well managed and monitored the effectiveness of risk mitigation work unit in accordance with established management plans.
9. Composing of 2021 SMBR Risks of Bribery Practices in January 2021.
10. Review and re-adjustments of the Risk Management Guidelines and Risk Management Charter, as well as establish the Implementation Procedures of Risk Management.
11. Strengthening of Risk Management in cooperation with Consultant, as well as follow-up on recommendation of the Consultant including on the following: introduction of risk induction to HR work units as part of risk management for promoted and transferred employees, introduction of dashboard early warning system to ICT work units, and implementation of transfer of knowledge to work unit functions related to Governance, Risk Management Framework and Process.
12. Measurement of Risk Maturity Level Assessment in 2021 conducted by the Internal Audit Division by use of Independent Consultant Services, in November 2021.
13. Benchmarking related to Risk Management Implementation.
14. Improvement of Risk Management Personnel's Competency through Training and Certification of Risk Management Profession.



15. Memperbaharui susunan Tim Risk Officer yang telah disahkan oleh melalui Surat Keputusan Direksi nomor: PH.01.04/068/2021, tanggal 28 Desember 2021.
16. Melakukan kajian risiko terhadap rencana *project-project* pengembangan Perseroan.
17. Melakukan sosialisasi penerapan Manajemen Risiko ke Insan Semen Baturaja.
18. Menyusun *Roadmap* Manajemen Risiko 2021-2023.
19. Menyusun Program Kerja Manajemen Risiko Tahun 2022.

Mekanisme pengangkatan dan pemberhentian Unit Kerja Manajemen Risiko

Kepala unit Kerja manajemen risiko diangkat dan diberhentikan oleh Direktur melalui surat keputusan Direksi Perseroan.

15. Updating the composition of the Risk Officer Team approv Decision Letter of the Board of Directors No. PH.01.04/068/2021, dated 28 December 2021.
16. Study of the risks in Company's development project plans.
17. Socialization on the implementation of Risk Management to the People of Semen Baturaja.
18. Established the Risk Management Roadmap of 2021-2023.
19. Established 2022 Risk Management Work Program.

Mechanism of Appointment and Dismissal of Risk Management Work Unit

Head of the Risk Management Work Unit is appointed and dismissed by the Directors through Decision Letter of the Company's Board of Directors.

Sistem Manajemen Risiko

Risk Management System

Bagi Perseroan, risiko merupakan hal penting yang harus dikelola agar tidak menimbulkan dampak berkepanjangan yang berpengaruh terhadap stabilitas dan kelancaran kinerja Perseroan. Oleh karena itu, sejak dini Perseroan telah mengembangkan Sistem Manajemen Risiko yang terintegrasi di tingkat korporasi dengan melibatkan masing-masing satuan kerja. Pengembangan Sistem Manajemen Risiko merupakan bagian tak terpisahkan dari strategi jangka panjang Perseroan yang di antaranya melalui pembentukan tim. Kegiatan analisis risiko Perseroan meliputi kegiatan Identifikasi, Pengukuran, Pemetaan dan Rekomendasi Risiko.

Dasar Penerapan Manajemen Risiko di Perseroan

Implementasi Sistem Manajemen Risiko Perseroan mengacu pada peraturan perundang-undangan yang berlaku, yang mencakup:

Peraturan Pemerintah:

Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara tanggal 1 Agustus 2011, Pasal 25, ayat:

1. Direksi harus mempertimbangkan risiko usaha Dalam setiap pengambilan keputusan/tindakan.
2. Direksi wajib membangun dan melaksanakan program Manajemen Risiko Korporasi secara terpadu yang merupakan bagian dari pelaksanaan program GCG.
3. Pelaksanaan program manajemen risiko yang dilakukan dengan:
 - a. Membentuk unit kerja tersendiri yang ada di bawah Direksi, atau
 - b. Memberi penugasan kepada unit kerja yang ada dan relevan untuk menjalankan fungsi Manajemen Risiko
4. Direksi wajib menyampaikan laporan profil Manajemen Risiko dan penanganannya bersama dengan laporan berkala Perseroan.

Pedoman Manajemen Risiko

Pedoman Manajemen Risiko PT Semen Baturaja (Persero) Tbk.

For the Company, risk serves as an important matter that must be managed so as to avoid a prolonged impact that affects the Company's stability and efficient performance. Accordingly, from an early stage the Company has developed an integrated Risk Management System at the corporate level by involving each business unit. Risk Management System development is an integral part of the Company's long-term strategy, which includes establishing a team. The Company's risk analysis activities include Risk Identification, Assessment, Mapping and Recommendation.

Basis of Risk Management Implementation in the Company

The implementation of Risk Management System in the Company refers to the applicable laws and regulations including the following:

Government Regulations:

Regulation of the Ministry of State-Owned Enterprises No.PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises dated 1 August 2011, Article 25, paragraphs:

1. The Board of Directors must take into account the business risks in every decision making/action.
2. The Board of Directors is obligated develop and implement an integrated Corporate Risk Management program as part of the implementation of the GCG program.
3. Implementation of risk management programs by means of:
 - a. Establishing a separate business unit under the Board of Directors, or
 - b. Assigning existing and relevant business units to carry out Risk Management functions
4. The Board of Directors is required to submit a Risk Management profile report and its management along with the Company's periodic reports.

Risk Management Guidelines

Risk Management Guidelines of PT Semen Baturaja (Persero) Tbk.



Strategi Manajemen Risiko

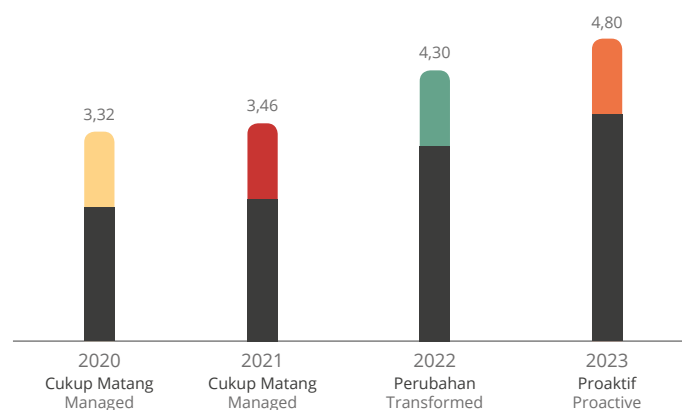
Berikut merupakan *Roadmap* Manajemen Risiko Perseroan dari tahun 2020 sampai dengan 2023 yang dijelaskan pada grafik di bawah ini:

Risk Management Strategies

Following is the Company's Risk Management Roadmap from the year 2021 to 2023 as explained in the graphic below:

Maturity Level Assessment

Maturity Level Assessment



Grafik *roadmap* di atas merupakan rencana Department Risk Management terhadap Tingkat Kematangan Implementasi Manajemen Risiko (*Risk Maturity Level*).

The above roadmap graphic is the plan of the Risk Management Department on the Maturity Level of Risk Management Implementation.

Tingkat Kematangan Implementasi Manajemen Risiko 2021

Dalam rangka mengukur tingkat kematangan penerapan Manajemen Risiko, Perseroan di tahun 2021 melaksanakan pengukuran Kematangan Manajemen Risiko, yang dikoordinir Division Internal Audit dengan menggunakan jasa Konsultan Independen PT Berkah Semesta Konsultama, dengan hasil kualifikasi *Managed* (cukup matang), dengan pencapaian 3,46, dengan perincian dijelaskan pada tabel dibawah ini:

Maturity Level of 2021 Risk Management Implementation

In the context of measuring the maturity level of Risk Management implementation, the Company in 2021 conducted the assessment on Risk Management Maturity as coordinated by the Internal Audit Division with the services rendered from an Independent Consultant PT Berkah Semesta Konsultama, with qualification result as "Managed" (Sufficiently Mature) and a score of 3.46 as detailed in the table below:

Hasil Penilaian Profil Risiko 2021

2021 Risk Profile Assessment Results

Komponen Pengukuran Assessment Components		Tingkat Kematangan (Dalam Angka) Maturity Level (Score)	Predikat Attribute
Tata Kelola Manajemen Risiko	Risk Management Governance	3,09	Managed/Cukup Matang Quantified
Perencanaan Manajemen Risiko	Risk Management Planning	3,20	
Penerapan Tahapan Manajemen Risiko	Implementation of Risk Management Stages	3,96	
Pemantauan dan Evaluasi Manajemen Risiko	Monitoring and Evaluation of risk Management	3,60	
Budaya Risiko	Risk Culture	3,43	
Rata-Rata	Average	3,46	

Sistem Manajemen Risiko

Risk Management System

Dari hasil pengukuran tersebut dapat disimpulkan bahwa strategi pengelolaan risiko telah ditetapkan dan mulai dibangun infrastruktur Manajemen Risiko (Organisasi, panduan dan sumber daya manusia) di Perseroan. Hal ini menunjukkan bahwa pondasi Manajemen Risiko telah mulai terbangun dan Manajemen Risiko telah siap untuk diimplementasikan, walaupun memerlukan beberapa penyempurnaan dimasa yang akan datang.

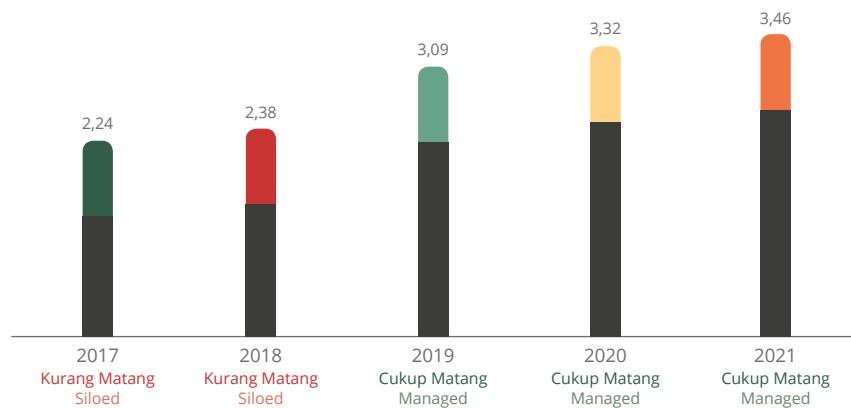
Perkembangan Tingkat Kematangan Penerapan Manajemen Risiko Perseroan, di jelaskan pada grafik dibawah ini:

As per above results, it is concluded that risk management strategies were established and began with the development of the Risk Management infrastructure (organization, guidelines ad human resources) in the Company. This showed that the Risk Management foundation has started to develop and Risk Management was ready for implementation, although it requires several improvements in times ahead.

Development of the Maturity Level of the Company's Risk Management Implementation is described in the graphic below:

Pencapaian *Maturity Level Assessment* Tahun 2017-2021

Achievement of Maturity Level Assessment in 2017-2021



Tantangan Risk Management Perseroan

Beberapa hambatan dalam implementasi kegiatan Penerapan Manajemen Risiko berdampak pada pencapaian Tujuan dan Sasaran Perseroan yaitu :

1. Tingkat kesadaran/kepedulian di Perseroan terhadap pentingnya Manajemen Risiko yang masih rendah.
2. Tantangan terbesar kedua adalah masalah kompetensi sumber daya manusia (SDM) yang memahami Manajemen Risiko masih belum memadai.
3. Proses penerapan Manajemen Risiko di Perseroan belum semuanya berbasis sistem.
4. Besarnya Struktur Organisasi yang terbagi dalam 3 (tiga) wilayah Operasional dan 1 (satu) wilayah Kantor Perwakilan, membutuhkan waktu yang sedikit lama dalam melakukan koordinasi terkait Penyusunan, Pelaporan dan sebagainya.
5. Pengukuran dan Pelaporan risiko belum efektif dan konsisten.
6. Keterbatasan Anggaran

Challenges of the Company's Risk Management

Various obstacles in the implementation of risk management activities have impacted the achievement of Company's goals and objectives, namely as follows:

1. Level of awareness/concern in the Company on the importance of risk management remains low.
2. The second biggest challenge is on the problem of competency of the human resources (HR) who understand Risk Management remains to be inadequate.
3. The process of implementing Risk Management in the Company remains not entirely system-based.
4. The large size of the organizational structure that is divided into 3 (three) Operational areas and 1 (one) are of Representative Office that requires longer time for coordination related to Preparation, Reporting and others.
5. Assessment and Reporting of risks remain not effective and consistent.
6. Budget constraints

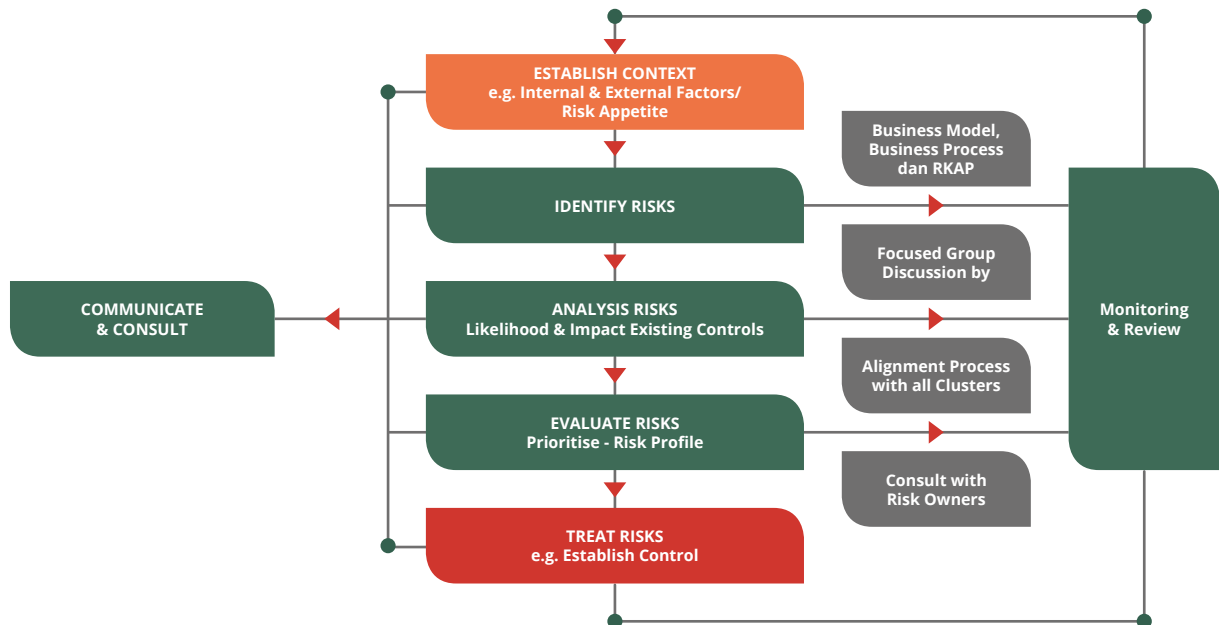


Penjelasan Mengenai Risiko-risiko yang Dihadapi Perusahaan (Profil Risiko)

Perseroan mengidentifikasi Risiko Korporat tahun 2021 yang disusun mulai pada bulan September sampai dengan Desember 2020, dengan kerangka kerja penyusunan profil risiko yang dilakukan Perseroan berbasis ISO 31000, dengan tahapan sebagai berikut:

Description of Risks Faced by the Company (Risk Profile)

The Company identifies Corporate Risks in the year 2021 as compiled since September until December 2020, with the framework of establishing the risk profile conducted by the Company based on ISO 31000 in stages as follows:



Dari hasil kajian, pembahasan, Komunikasi dan *Focus Group Discussion* (FGD) yang dilakukan menghasilkan profil risiko korporat sebanyak 10 profil risiko pada awal tahun 2021, berikut hasil kajian risiko korporat terkait Rencana Kerja Anggaran Perusahaan (RKAP) 2021 dan Rencana Tindakanlanjutnya yang menjelaskan sebagai berikut:

1. Risiko Terganggunya Operasional Perusahaan dikarenakan adanya Pekerja Positif Corona *Virus Disease-19*, dengan merencanakan menerapkan new normal untuk Perseroan dengan tetap mengutamakan protokol kesehatan. Menerapkan kebijakan berinteraksi secara fisik dengan pihak internal maupun eksternal. Menyediakan fasilitas kesehatan pencegahan virus corona. Sosialisasi secara rutin pencegahan virus corona kepada karyawan SMBR. Merencanakan proses vaksinasi untuk seluruh karyawan.
2. Risiko Piutang Usaha Tinggi, dengan merencanakan Melakukan penagihan rutin kepada distributor yang fakturnya telah jatuh tempo baik itu secara surat, Telepon, maupun penagihan langsung ke Distributor. Memprioritaskan penjualan tunai terlebih dahulu. Mengupayakan pengikatan hak tanggungan atas aset Distributor yang memiliki piutang. Menutup seluruh fasilitas penebusan Distributor apabila faktur jatuh tempo lebih dari 30 hari.

Based on results of the assessment, discussion, Communication and Focus Group Discussion (FGD), the corporate risk profile includes 10 (ten) risk profiles at the beginning of the year 2021. Below are study results related to the 2021 Company Work Plan and Budget and Follow-Up Plans:

1. Risk of Disruption in Company Operations due to workers who are positive with Corona Virus Disease (Covid)-19, with plans to implement "new normal" operation in the company by prioritizing health protocols. Implementation of the policy on interaction with internal and external parties. Provision of health facilities for prevention of the spread of the virus. Routine socialization to all SMBR employees/workers on corona virus prevention. Plans to proceed with vaccination for all employees/ workers.
2. Risk of High Account Receivables, with plans to conduct routine collection to distributors with due invoices, by means of letters, telephone calls as well as direct billing to Distributors. Prioritize on cash sales. Attempt to bind mortgage rights on assets of Distributors with receivables to settle. Close redemption facilities to all Distibutors for overdue invoices of more that 30 days.

Sistem Manajemen Risiko

Risk Management System

3. Risiko Penyimpangan Distribusi Semen, dengan merencanakan penerapan teknologi GPS untuk armada ekspediter. Penerapan angkutan franco untuk seluruh wilayah. Pengawasan yang lebih ketat ditempat-tempat tertentu yang rawan penyimpangan dengan menerapkan sistem *check point*.
4. Risiko Piutang Distributor Macet, dengan merencanakan mengarahkan distributor untuk menambah fasilitas pembayaran supaya penebusan masih tetap berlanjut dan piutang berkurang, melakukan *review performance* Distributor, berkoordinasi dan pengecekan secara berkala dengan Division Accounting & Finance terkait jumlah jaminan dan piutang Distributor, dan melakukan penagihan dan rekonsiliasi.
5. Risiko Terlambatnya Pengurusan Perizinan, dengan merencanakan konsultasi dengan konsultan Hukum. Studi banding ke Perusahaan lain yang memiliki izin sejenis. Melakukan komunikasi dan koordinasi dengan user terkait perizinan yang harus diproses terutama pada izin yang akan segera habis masa berlakunya, sehingga tidak timbul permasalahan bagi Perusahaan. Melakukan koordinasi dengan Dinas/Instansi terkait agar dapat mempermudah dan mempercepat proses izin-izin tersebut. Memahami peraturan guna menjadi dasar ke Instansi. Memberikan batas waktu maksimal 3 (tiga) hari kepada user dalam memberikan data/lampiran dokumen lainnya yang dibutuhkan untuk pengurusan izin. Memaksimalkan peran teknologi untuk mempermudah dan mempercepat pengurusan perizinan.
6. Risiko Keterlambatan Pengadaan Lahan Tambang Baturaja II dari waktu yang ditetapkan, dengan merencanakan berkoordinasi dan *approaching* ke perangkat desa dan tokoh masyarakat setempat untuk mempengaruhi pemilik lahan untuk menjual lahannya kepada SMBR. Melakukan reinventarisasi lahan sebagai bagian bentuk *updating* terhadap kondisi lahan terakhir.
7. Risiko Terhambatnya Pengembangan Optimalisasi Penambahan Jumlah Cadangan Batukapur dan Clay pada Area Penambangan, dengan merencanakan melakukan tahapan eksplorasi lanjutan secara detail dan berkesinambungan. *Update* data terbaru dan *cross checking* dalam pengecekan data eksplorasi. Melakukan kegiatan pembebasan lahan lebih awal sebelum dilakukannya kegiatan penambangan.
8. Risiko Kerusakan Mesin, dengan merencanakan *preventive maintenance* dan aktualisasi *preventive maintenance*. Perencanaan *check* kondisi dan aktualisasi *check* kondisi. Melakukan pendataan peralatan yang abnormal dan mempersiapkan rencana perbaikan dan menyiapkan *sparepart* yang dibutuhkan, melakukan *improvement*, mengganti peralatan yang rusak. Menjalankan program
3. Risk of Deviation in Cement Distribution, with plans to implement GPD technology for shipping fleet; Implementation of franco transport for all regions; Stricter monitoring of certain sites that are more prone to deviations in applying the check-point system.
4. Risk of Distributors Unperforming Account Receivables, with plans to direct distributors to increase its payment facilities so that redemption can continue and receivable can be reduced; Conduct performance review of Distributors, coordinate and periodically check with the Division Accounting & Finance related to the amount of guarantee and outstanding receivable of Distributors; Conduct billing and reconciliation.
5. Risk of Delay in Processing Licenses/Permits, with plans to consult with Legal Consultant; Comparative study to other Companies with similar license/permit requirements; Communication and coordination with users related licenses/permits which must be processed, especially licenses/permits that will soon expire, so as not to cause problems for the Company; Coordination with related offices/agencies for easier and faster processing of such licenses/permits; Understand the regulations to serve as basis of processing with concerned agencies; Provide maximum 3 (three) days to users for submitting oter data/attachment of documents required to process the licenses/permits; Maximize the role of technology for easier and faster processing of licenses/permits.
6. Risk of Delay in Procurement of Mining Site for Baturaja II from the stipulated Time, with plans to coordinate and approach village apparatus and local community figures to influence land owners to sell their land to SMBR; Reinventority of land as part of updating on the latest condition.
7. Risk of Delayed Development in the Optimization of Additional Limestone and Clay Reserves in the Mining Areas, with plans to explore further in detail and sustainably; Update new data and cross-checking on exploration data; Land acquisition activities at earlier stage before mining activities.
8. Risk of Machine Breakdown, with plans to carry out plans and actualization of preventive maintenance; plans and actualization of conditions check; Data collection on equipment in abnormal conditions and prepare plans for repairmen, required spareparts, improvement and replacement of broken equipment; Implement predictive maintenance program, development of IT-based



predictive maintenance, pengembangan *predictive maintenance* berbasis IT. *Sharing knowledge* system, operasional dan *preventive* peralatan.

9. Risiko Kehilangan Pasar, dengan merencanakan survey secara rutin dengan tujuan mendapatkan informasi pasar secara update. Melakukan program program promosi yang tepat ke *channel* penjualan. Pengukuran indeks kepuasan konsumen oleh pihak independen.
10. Risiko Terbatasnya *Plafond* Distributor, dengan merencanakan memberikan informasi akan jatuh temponya piutang. Memberikan *warning* kepada Distributor jika plafondnya mendekati batas minimum. Bekerjasama dengan beberapa Perusahaan pihak ketiga. Penataan Distributor dan Channelingnya sehingga wilayah disesuaikan dengan kemampuan dan pengaturan *channeling* bertujuan agar tidak terjadi persaingan antar Distributor sehingga margin lebih baik dan *financial* tertata.

Profil risiko korporat terkait RKAP dan tindaklanjutnya tahun 2021 sebanyak 10 (sepuluh) profil risiko, telah disosialisasikan kepada Dewan Komisaris, Komite Manajemen Risiko, Direksi, Seluruh *Vice President* dan *Risk Owner* pada bulan Januari 2021.

Monitoring Realisasi Mitigasi Risiko Perseroan Tahun 2021

Dari realisasi atas mitigasi risiko (tindaklanjut) terhadap 10 risiko korporat berbasis RKAP di tahun 2021, Perseroan telah melakukan penanganan risiko dengan langkah-langkah sebagaimana yang terdapat dalam mitigasi tersebut di atas, yang dapat disimpulkan bahwa Realisasi atas Mitigasi Risiko tersebut telah dilakukan dengan baik.

Seiring berjalannya waktu dengan melihat kondisi Perseroan pada saat *monitoring* terdapat perubahan risiko, baik peringkat risiko, penambahan maupun pengurangan terhadap risiko tersebut serta penanganan (mitigasi). Adapun 10 Risiko korporat pada awal tahun 2021 mengalami perubahan menjadi 9 (sembilan) risiko korporat untuk di *monitoring* pada triwulan I tahun 2021, antara lain sebagai berikut:

1. Risiko Kehilangan Pasar, dengan merencanakan survei secara rutin dengan tujuan mendapatkan informasi pasar secara *update*. Melakukan program program promosi yang tepat ke *channel* penjualan. Pengukuran indeks kepuasan konsumen oleh pihak independen.
2. Risiko Piutang Distributor Macet, dengan merencanakan mengarahkan distributor untuk menambah fasilitas pembayaran supaya penebusan masih tetap berlanjut dan piutang berkurang. Melakukan review *performance*

predictive maintenance; Share knowledge on operational system and preventive equipment.

9. Risk of Market Loss, with plans for routine surveys with the objective to obtain market information updates; Programs of promotion on-target to the sales channels; Measuring of consumer satisfaction index by an independent party.
10. Risk of Limited Plafond of Distributors, with plans to provide information on receivable maturity dates; Provide warning signs to Distributors if ceiling is closing to minimum limit; Cooperation with several third-party Companies; Arrangement of Distributors and their Channels so that areas of distribution may be adjusted to the capabilities and arrangement of the channels with the objective to avoid competition among the Distributors in order to obtain better margin and financial conditions better planned-out.

The corporate risk profile related to the RKAP and the follow-up in 2021 totaled 10 risk profiles, and have been informed to the Board of Commissioners, the Risk Management Committee, the Board of Directors, All Vice Presidents and Risk Owners in January 2021.

Monitoring of Realization of Company Risk Mitigation in 2021

From the realization of risk mitigation (follow-up) on the 10 RKAP-based corporate risks in 2021, the Company executed risk handling by taking steps as contained in such mitigation mentioned above, which may be concluded that Realization of the Risk Mitigation described above was properly carried out.

In due time, as the Company's conditions were monitored, there were changes in the risks, in terms of the level of the risks, the increased or decreased in the level as well as in managing them (mitigation). The 10 corporate risks at the beginning of the year 2021 have changed to 9 (nine) corporate risks to be monitored during the first quarter in 2021, among which include the following:

1. Risk of Market Loss, with plans to conduct surveys on routine basis with the objectives to obtain updated market information; The promotional programs to carry out to sales channels; Measuring of consumer satisfaction index by an independent party.
2. Risk of Unperforming Distributors' Account of Receivables, with plans to direct distributors to increase their payment facilities so that redemption can continue and receivables can be reduced; Review performance of Distributors, in coordination

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Distributor, berkoordinasi dan pengecekan secara berkala dengan Division Accounting & Finance terkait jumlah jaminan dan piutang Distributor.

3. Risiko Keterlambatan Pengadaan Lahan Tambang Baturaja II dari Waktu yang ditetapkan, dengan merencanakan berkoordinasi dan pendekatan ke perangkat desa dan tokoh masyarakat setempat untuk mempengaruhi pemilik lahan untuk menjual lahannya kepada SMBR.
4. Risiko Kenaikan Harga Batubara, dengan merencanakan negosiasi ke vendor secara maksimal hingga mendapatkan harga paling rendah. Mencari alternatif vendor lain yang mampu mensuplai barang yang sama dengan harga yang bersaing dan kualitas sama. Melakukan kontrak pembelian Batubara jangka panjang. Melakukan pembelian bahan bakar alternatif sebagai pengganti batubara. Pengaturan proporsi volume batubara dengan mengutamakan harga yang lebih murah. Bekerjasama dengan *Division Research & Engineering* dan *Division Operation* untuk melakukan *trial* penggunaan batubara dengan kalori lebih rendah dari yang digunakan saat ini agar mendapatkan *ratio* harga/ton yang lebih murah tanpa mengurangi kapasitas produksi terak.
5. Risiko Terhambatnya Pengembangan Optimalisasi Penambahan Jumlah Cadangan Batukapur dan *Clay* pada Area Penambangan, dengan merencanakan melakukan tahapan eksplorasi lanjutan secara detail dan berkesinambungan terhadap lokasi baru yang potensial.
6. Risiko Terbatasnya *Plafond* Distributor, dengan merencanakan memberikan *warning* kepada Distributor jika *plafond*nya mendekati batas minimum. Bekerjasama dengan beberapa Perusahaan pihak ketiga.
7. Risiko Kerusakan Mesin, dengan merencanakan *preventive maintenance* dan aktualisasi *preventive maintenance*. Perencanaan *check* kondisi dan aktualisasi *check* kondisi. Melakukan pendataan peralatan yang abnormal dan mempersiapkan rencana perbaikan dan menyiapkan *sparepart* yang dibutuhkan, melakukan *improvement*, mengganti peralatan yang rusak. Menjalankan program *predictive maintenance*, pengembangan *predictive maintenance* berbasis IT. *Sharing knowledge* system, operasional dan *preventive* peralatan.
8. Risiko Penyimpangan Distribusi Semen, dengan merencanakan penerapan teknologi GPS untuk armada Ekspediter. Penerapan angkutan franco untuk seluruh wilayah. Pengawasan yang lebih ketat di tempat-tempat tertentu yang rawan penyimpangan dengan menerapkan system *check point*.
9. Risiko Terganggunya Operasional Perusahaan dikarenakan adanya Pekerja Positif Corona *Virus Disease-19*, dengan merencanakan menerapkan and with periodic checking with the Accounting & Finance Division related to the amount of guarantee and receivables of the Distributors.
3. Risk of Delayed Procurement of Mining Site of Baturaja II from the scheduled Time, with plans to coordinate and approach the village apparatus and local community figures in order to influence land owners to sell their land to SMBR.
4. Risk of Coal Price Increase, with plans to maximize on negotiation with vendors so as to obtain the lowest price possible; Search for alternative vendors that are capable to supply the same goods with the same qualities at competitive prices; Long-term purchase agreement for coal; Purchase of alternative fuel as coal replacement; Setting of coal proportion volume by prioritizing on lower prices; Cooperation with Division Research & Engineering and Division Operation to conduct trial on the use of coal with lower calorie from the currently used so as to obtain lower price/ton ratio without reusing the clinker production capacity.
5. Risk of Delayed Development in Optimizing the Additional Number of Limestone and Clay Reserves in Mining Areas, with the plans to carry out stages of follow-up exploration in detail and sustainably on the potential new location.
6. Risk of Limited Ceiling of Distributors, with plans to provide warning to Distributors if the plafond is nearing to minimum limit; Cooperation with several third-party Companies.
7. Risk of Machine Breakdown, with plans and actualization of preventive maintenance; Plans and actualization of condition checking; Data collection on equipment in abnormal conditions and prepare for plans for repairmen and re-required spareparts, conduct improvements and replacement of broken equipment; Predictive Maintenance Program, development of IT-based predictive maintenance; Knowledge sharing of system, operations and preventive equipment.
8. Risk of Deviation in cement Distribution, with plans to apply GPS technology for shipping fleet; Implementation of franco transport for all regions; Stricter monitoring on certain areas where they are more prone to deviations by applying the check-point system.
9. Risk of Disruption in the Company's Operations due to Worker who are Positive of the Corona Virus Disease (Covid)-19, with plans to implement



new normal untuk Perusahaan dengan tetap mengutamakan protokol kesehatan. Menerapkan kebijakan berinteraksi secara fisik dengan pihak internal maupun eksternal. Menyediakan fasilitas kesehatan pencegahan virus corona. Sosialisasi secara rutin pencegahan virus corona kepada karyawan SMBR. Merencanakan proses vaksinasi untuk seluruh karyawan.

Pada *monitoring* realisasi triwulan III mengalami perubahan risiko kembali, baik peringkat risiko, penambahan maupun pengurangan terhadap risiko tersebut serta penanganan (mitigasi). Adapun 9 (sembilan) Risiko korporat pada saat *monitoring* triwulan I dan II tahun 2021 mengalami perubahan menjadi 8 (delapan) risiko korporat untuk di *monitoring* pada triwulan III tahun 2021, antara lain sebagai berikut:

1. Agresivitas Pesaing, dengan merencanakan Melakukan program-program promosi yang tepat ke *channel* penjualan. Survei secara rutin dengan tujuan mendapatkan informasi pasar secara update. Pengukuran indeks kepuasan konsumen oleh pihak independen.
2. Kegagalan Investasi Lahan Tambang, dengan merencanakan berkoordinasi dan pendekatan ke perangkat desa dan tokoh masyarakat setempat untuk mempengaruhi pemilik lahan untuk menjual lahannya kepada SMBR. Berkoordinasi dengan Tim JPN Kejaksaan Negeri OKU. Meminimalisir ketidakpercayaan komitmen Perusahaan terhadap akuisisi lahan yang berdampak pada belum bersedianya pemilik lahan menjual lahannya sebagai dampak kebijakan rasionalisasi TKAD.
3. Perubahan Asumsi Harga Beli Batubara, dengan merencanakan negosiasi ke vendor secara maksimal hingga mendapatkan harga paling rendah. Mencari alternatif vendor lain yang mampu memasok barang yang sama dengan harga yang bersaing dan kualitas sama. Melakukan kontrak pembelian Batubara jangka panjang. Melakukan pembelian bahan bakar alternatif sebagai pengganti batu bara. Pengaturan proporsi volume batu bara dengan mengutamakan harga yang lebih murah. Bekerja sama dengan Division *Research & Engineering* dan Division Operation untuk melakukan *trial* penggunaan batu bara dengan kalori lebih rendah dari yang digunakan saat ini agar mendapatkan rasio harga/ton yang lebih murah tanpa mengurangi kapasitas produksi *clinker*.
4. Risiko Likuiditas, dengan merencanakan menggunakan fasilitas bank jangka pendek. Menyempurnakan sistem Perusahaan agar dapat menyediakan informasi untuk pembayaran kepada rekanan yang akan jatuh tempo. Melakukan *cash planning* dengan baik untuk pelunasan hutang saat jatuh tempo.

the “new normal” operation in the Company by prioritizing on health protocols; Implementation policies on physical interaction with internal and external parties. Provision of medical facilities to prevent the spread of the virus; Regular socialization to employees of SMBR on the prevention of corona virus; Plans for vaccination process of all employees.

In monitoring realization in the third quarter, various changes occurred again, in terms of the level of risks, increasing as well as decreasing of the risk levels and the means of managing them (mitigation). There were 9 (nine) corporate risks during monitoring in the first and second quarters on 2021, which then reduced to 8 (eight) corporate risks to be monitored in the third quarter of 2021, including on the following:

1. Aggressiveness of Competitors, with the plans to carry out the right promotional programs to the sales channels; Survey on routine basis so as to obtain updated market information; Measuring of customer satisfaction index by an independent party.
2. Investment Failure on Mining Sites, with plans to coordinate and approach village apparatus and local community figure to influence land owners to sale their land to SMBR; Coordination with JPN Team of OKU State Attorney; Minimizing of distrust in Company's commitment on land acquisition that impacts on the reluctance of land owners to sell their land as an after-effect of the Outsourced Manpower rationalization policy.
3. Change in Coal Purchase Pricing, with plans to maximize negotiation with vendors to obtain the lowest price; Seek for alternative vendors with the capabilities to supply the same good with the same quality at more competitive prices; Purchase contract for alternative fuel to replace coal; Arrangement of coal volume proportion by prioritizing on lower pricing; Cooperation with Division Research & Engineering and Production Division to conduct trial use of coal with lower calorie than usually used to date so to obtain lower price/ton without reducing the capacity of clinker production.
4. Risk of Liquidity, with plans to utilize short-term bank facility; Improvement in the Company's systems so as to be able to provide information of payments to partners whose receivable are due; Proper cash planning for performing payment of receivables at maturity.

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5. Risiko Kerusakan Mesin, dengan merencanakan melakukan *improvement* peralatan guna meningkatkan OEE. Pemanfaatan *dashboard* untuk *monitoring* pengoperasian secara *mobile*. Pemanfaatan SAP sebagai perencanaan siklus inspeksi peralatan. Memaksimalkan pemanfaatan data reporting (OWS Trending) untuk *predictive maintenance*. *Sharing knowledge* sistem, operasional dan *preventive* peralatan.
6. Risiko Penyimpangan Distribusi Semen, dengan merencanakan penerapan teknologi GPS untuk armada Ekspediter. Penerapan angkutan franco untuk seluruh wilayah. Pengembangan sistem secara digital untuk menerapkan sistem *check point*.
7. Risiko Pemanfaatan Limbah B3, dengan merencanakan MoU kerjasama pengelolaan *fly ash* & *bottom ash* antara SMBR dengan PT Huadian Bukit Asam Power. Berkoordinasi dengan Division Research & Engineering & Operation untuk peningkatan volume pemanfaatan SBE di raw mill. Berkoordinasi dengan Division Research & Engineering & Production untuk peningkatan volume pemanfaatan SBE di Kiln (referensi dari SIG). *Sharing cost* pengelolaan fly ash dengan penghasil. Peningkatan biaya kompensasi pengelolaan SBE menjadi sebesar Rp. 300.000,-/ton. Peningkatan kapasitas fasilitas AFR PBR 2 menjadi 40 tpd atau 14.400 tpy. Pemanfaatan sludge oil PetroChina dengan potensi sebanyak 1.000 ton saat ini sedang proses finalisasi kontrak kerjasama. Tender pengelolaan (volume pengelolaan sebesar 12.800 ton dengan waktu pelaksanaan 2 tahun). Pemanfaatan sludge oil Pertamina EP Asset 1 & 2 dengan potensial mencapai 9.835 tpy, dimana untuk PT Pertamina EP Asset 1 masih menunggu hasil prakualifikasi tender dan PT Pertamina EP Asset 2 menunggu hasil keputusan pemenang. Pemanfaatan tanah terkontaminasi (COCS) PT Pertamina EP Asset 1 Lirik field & PT Pertamina RU III Plaju dengan potensi mencapai 10.000 tpy.
8. Kegagalan (*Downtime*) Sistem TI, dengan merencanakan menyediakan jaringan ganda untuk MPLS dengan menggunakan *provider* Perusahaan lain, sehingga bila 1 jaringan terputus bisa menggunakan jaringan yang lain untuk MPLS penghubung antar site. Penyediaan *VPN Backup* dengan provider yang berbeda.
5. Risk of Machine Breakdown, with plans to conduct improvements on equipment in order to increase OEE; Utilization of dashboard for mobile monitoring on operations; Utilization of SAP as planning for equipment inspection cycle; Maximizing data reporting (OWS Trending) for predictive maintenance; Knowledge sharing on system, operational and preventive equipment.
6. Risk of Deviation in Cement Distribution, with plans to implement GPS technology for shipping fleet; Implementation of franco transport for all regions; Development of a digital system for implementation of check-point system.
7. Risk of Utilization Hazardous Waste, with plans for cooperation MOU on fly ash & bottom ash management between SMBR and PT Huadian Bukit Asam Power; Coordination with Division Research & Engineering & Operation to increase the utilization volume of SBE in raw mill (reference from SIG); Cost sharing on fly ash management with supplier; Increase of SBE management compensation costs to Rp300,000/ton; Increase in AFR PBR 2 facility's capacity to 40 tpd or 14,400 tpy; Utilization of sludge oil PetroChina with the potential 1,000 ton currently in the process of finalizing the cooperation agreement; Tender management (management of 12,800 ton volume in 2 years of implementation period); Utilization of sludge oil of Pertamina EP Asset 1 & 2 with potential of 9,835 tpy, where as for PT Pertamina EP Asset 1 is currently awaiting results of prequalification tender and PT Pertamina EP Asset 2 is currently awaiting decision on the winner; Utilization of contaminated Soil (COCS) of PT Pertamina EP Asset 1 of Lirik field & PT Pertamina RU III Plaju with potential of 10,000 tpy.
8. Failure (*Downtime*) of IT System, with plans to provide multiple network for MPLS by utilizing another Company's provider, so that if 1 network is disconnected then another network can be used for MPLS connection among the sites; Provision of VPN Backup with a different provider.

Monitoring Risiko di tahun 2021 disusun dan dilakukan secara menyeluruh pada proses bisnis di setiap unit kerja melalui tahapan proses pemantauan risiko yang diikuti dengan proses komunikasi dan koordinasi secara berkesinambungan untuk memastikan efektifitas pelaksanaan atas mitigasi risiko (tindaklanjut) yang telah dilakukan dengan baik dan sesuai dengan rencana yang telah ditetapkan, sehingga diharapkan potensi risiko dapat diminimalisir dan dikendalikan.

Risk Monitoring in the year 2021 was prepared and implemented altogether in the business process at each work unit through risk monitoring process stages followed by sustainable communication and coordination processes to ensure the effectiveness of the implementation on risk mitigation (follow-up) have been carried out properly and in accordance with the plans established, so that risk potentials are expected to be minimized and under control.



Monitoring Realisasi Mitigasi Risiko yang dilaksanakan Perseroan dilakukan dalam 4 periode.

- Periode Triwulan I dilakukan dari bulan Januari sampai dengan Maret 2021 yang dilaporkan pada bulan April 2021.
- Periode Triwulan II dilakukan dari bulan April sampai dengan Juni 2021 yang dilaporkan pada bulan Juli 2021.
- Periode Triwulan III dilakukan dari bulan Juli sampai dengan September 2021 yang dilaporkan pada bulan Oktober 2021.
- Periode Triwulan IV dilakukan dari bulan Oktober sampai dengan Desember 2021 yang dilaporkan pada bulan Januari 2022.

Laporan *Monitoring* Realisasi Mitigasi Risiko tahun 2021 dilaporkan kepada Direksi setelah mendapat persetujuan oleh Direksi, selanjutnya dilaporkan kepada Dewan Komisaris.

Pada saat dilakukan penyusunan, Perseroan telah mempunyai kriteria mengenai batas tingkat risiko yang dapat diterima. Oleh karena itu, dalam melakukan evaluasi risiko, risiko yang telah dianalisis/diukur peringkatnya berdasarkan tingkat atau nilai risiko untuk menentukan prioritas pengelolaannya. Risiko yang teridentifikasi tersebut seluruhnya akan dikelola Perseroan dengan mempertimbangkan rencana perlakuan yang sesuai. Setelah diterapkannya rencana perlakuan diharapkan risiko Perseroan akan menjadi lebih rendah dibandingkan dengan sebelum dilakukan perlakuan tersebut.

Hasil penyusunan terhadap risiko yang teridentifikasi menunjukkan tingkat risiko setelah memperhatikan pengendalian yang ada masih relatif tinggi. Untuk mengurangi risiko sampai pada tingkat yang dapat diterima diperlukan upaya peningkatan pengendalian yang ada atau alternatif perlakuan risiko yang lain.

Monitoring of Realized Risk Mitigation is conducted by the Company within the four periods as follows:

- Quarter I is from January to March 2021 and reported in April 2021.
- Quarter II is from April to June 2021 and reported in July 2021.
- Quarter III is from July to September 2021 and reported in October 2021.
- Quarter IV is from October to December 2021 and reported in January 2022.

Report on the Monitoring of Realized Risk Mitigation in 2021, was submitted to the Board of Directors, following upon approval of the Board of Directors it is then reported to the Board of Commissioners.

At the time preparation, the Company has the criteria on the acceptable limit of the risk level. For this purpose, in conducting risk assessment, the level of risks that are already analyzed/measured based on the level or risk value to determine its management priorities. Those identified risks will all be managed by the Company with consideration of the appropriate treatment plan. After implementing the treatment plan, Company's risks are expected to be reduced if compared to before the treatment.

Results of preparing such identified risks showed that risk level after taking into account of existing control remained relatively high. In order to reduce risks to an acceptable level, increase in control efforts or other alternative risk treatments are required.

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Penjelasan Mengenai Hasil Reviu yang Dilakukan Atas Sistem Manajemen Risiko Pada Tahun Buku (Evaluasi Kinerja)

Evaluasi penerapan Sistem Manajemen Risiko dilakukan dengan tujuan untuk menilai tingkat kematangan penerapan Manajemen Risiko. Hingga saat ini, penerapan Manajemen Risiko Perseroan telah berjalan dalam koridor yang semestinya. Namun demikian, guna meningkatkan efektivitas sistem Manajemen Risiko, ke depan Perseroan merencanakan Sosialisasi secara konsisten Penerapan Manajemen Risiko, Membangun Sistem Manajemen Risiko secara menyeluruh untuk penerapan manajemen Risiko, Implementasi pedoman evaluasi *Risk Maturity Level* dan Pedoman *Business Continuity Management* (BCM).

Perbaikan dan Peningkatan Pengelolaan Risiko

- **Konsisten Upaya Peningkatan Budaya Risiko**
Untuk meningkatkan efektivitas dan mencapai tujuan penerapan manajemen risiko, Division MA, ICT & Risk Management melalui Department Risk Management, senantiasa berupaya meningkatkan komitmen pimpinan Perseroan untuk memberi dukungan dan kontribusi penuh dalam penerapan manajemen risiko, mengembangkan budaya sadar risiko (*corporate risk culture*) ke seluruh proses bisnis Perseroan dengan menitikberatkan konsep risiko sebagai tanggung jawab setiap orang (*risk is everybody's business*) melalui sosialisasi yang berkelanjutan serta selalu mengembangkan kompetensi dan proses pembelajaran secara berkesinambungan melalui pelatihan Manajemen Risiko baik secara umum ataupun khusus.
- **Pengembangan ke arah Risk Based Internal Audit (RB/A)**
Hasil *Risk Assessment* risiko yang telah ada dapat dijadikan pijakan bagi Unit Kerja Department Risk Management dalam pengembangan implementasi Manajemen Risiko. Ke depan hasil tersebut perlu diintegrasikan dengan Division Internal Audit dalam melakukan audit, atau dikenal dengan Audit Berbasis Risiko (*Risk Based Internal Audit/RB/A*).

Explanation on Results of Review of the Risk Management System in the Fiscal Year (Performance Assessment)

Assessment on the implementation of the Risk Management System aims to evaluate the level of maturity of the Risk Management implementation. To date, the implementation of the Company's Risk Management has been in progress within the appropriate corridor. However, in order to improve the Risk Management system's effectiveness, going forward the Company plans to carry out consistent socialization on the Implementation of Risk Management, Developing Risk Management System as a whole for Risk Management implementation, Implementation of performance guidelines for Risk Maturity Level and Business Continuity Management (BCM) Guidelines.

Improvements and Enhancements of Risk Management

- **Consistent Efforts for Improvement of Risk Culture**
To improve effectiveness and achieve the objectives of risk management implementation, the Corporate Secretary Division, through the Risk Management Department, continuously take efforts to enhance the Company leadership's commitment to provide full support and contribution to the implementation of risk management, develop a corporate risk culture throughout all business processes with emphasis on the concept that risk is everybody's business through sustainable socialization as well as continuous development of competencies and learning process through general and specific training in Risk Management.
- **Development towards Risk-Based Internal Audit (RB/A)**
Results from existing risk assessments can serve as basis for the Risk Management Work Unit in developing the implementation of Risk Management. Onwards, these results need to be integrated with the Internal Audit Division in conducting audits, or known as Risk-Based Internal Audit (RB/A).



- **Integrasi Manajemen Risiko**

Dalam upaya pengembangan *Enterprise Risk Management*, Perseroan berencana dan telah melakukan penyusunan kebijakan strategis RJPP, RKAP dan *Project-Project* pengembangan Perseroan dengan mengintegrasikan Pedoman Manajemen Risiko ke dalam Sistem Manajemen Semen Baturaja (SMSB) sebagai salah satu bentuk pengendalian internal.

- **Pengembangan Aplikasi Manajemen Risiko berbasis Teknologi Informasi**

Saat ini Perseroan telah memiliki Sistem yang digunakan untuk mengelola risiko, yaitu *Risk Management System* (RMS). RMS merupakan suatu sistem yang digunakan untuk penyusunan Profil Risiko di Perseroan, sistem ini akan terus dievaluasi untuk mengikuti dan menyesuaikan perkembangan Manajemen Risiko yang bersifat dinamis. Namun kedepannya Perseroan akan terus melakukan pengembangan Sistem Manajemen Risiko berbasis Teknologi lainnya yang hal tersebut menjadi pertimbangan manajemen, yaitu melalui :

1. Penggunaan Aplikasi Manajemen Risiko berbasis Teknologi informasi secara menyeluruh pada penerapan Manajemen Risiko.
2. Pengintegrasian Aplikasi Manajemen Risiko dengan sistem informasi lainnya.
3. Pembuatan *Dashboard* Pengendalian Target & Risiko.
4. Penyesuaian pada aplikasi *Risk Management System* (RMS).

Pernyataan Direksi dan/atau Dewan Komisaris atau Komite Audit atas Kecukupan Sistem Manajemen Risiko

Direksi telah mereviu secara berkala tentang kecukupan sistem manajemen risiko. Direksi serta Dewan Komisaris berpandangan bahwa sistem tersebut telah selaras dengan regulasi terkait serta diimplementasikan dengan baik, sehingga sistem manajemen risiko yang diterapkan telah memadai.

- **Integration of Risk Management**

In an effort to develop Enterprise Risk Management, the Company plans and prepares strategic policies of the Company Long Term Plan, Company Work Plan and Budget and Company Development projects by integrating the Risk Management Guidelines into the Management System of Semen Baturaja as a form of internal control.

- **Development of Information Technology-Based Risk Management Application**

The Company currently has the System used to manage risks, namely the Risk Management System (RMS). The RMS is a System used to establish Risk Profile in the Company, which is continually evaluated in order to keep up with and adapt to dynamic risk management developments. However, going forward, the Company will continue to develop other technology-based risk management systems that will involve the management to consider the following:

1. The comprehensive use of Information Technology-based Risk Management Application in Risk Management implementation.
2. Integration of Risk Management Application with other information systems.
3. Establishment of Target & Risk Control Dashboard.
4. Adjustment in the Risk Management System (RMS) Application.

Statement of the Board of Directors and/or the Board of Commissioners or the Audit Committee on the Adequacy of the Risk Management System

The Board of Directors has periodically reviewed the adequacy of the risk management system. The Board of Directors as well as the Board of Commissioners are of the view that the system is in line with relevant regulations and has been implemented appropriately, so as to conclude that the implemented risk management system is adequate.

Laporan Harta Kekayaan Penyelenggara Negara

State Apparatus Wealth Report

Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) merupakan bentuk komitmen Perseroan dalam pencegahan korupsi dan komitmen Perseroan atas penerapan tata kelola perusahaan yang baik. Selain itu, LHKPN juga merupakan program pemerintah untuk menciptakan pemerintahan yang bersih, termasuk di lingkungan Badan Usaha Milik Negara (BUMN). Sebagai BUMN yang senantiasa patuh terhadap peraturan yang ada, Perseroan mengatur pengelolaan LHKPN di lingkungan Perseroan.

Dasar Hukum Penyampaian LHKPN

Dalam rangka menjalankan instruksi Menteri BUMN Nomor : INS-01-MBU/2009 dan untuk mewujudkan Perusahaan BUMN yang Bersih dari Praktik Korupsi, Kolusi, Nepotisme (KKN) serta penyalahgunaan wewenang, maka setiap pejabat penyelenggara negara di lingkungan BUMN Wajib melaporkan harta kekayaannya dalam bentuk Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) kepada Komisi Pemberantasan Korupsi (KPK).

Selain instruksi tersebut, dasar hukum dan Peraturan mengenai penyampaian LHKPN di Perseroan juga mengacu kepada:

1. Peraturan Komisi Pemberantasan Korupsi Nomor 7 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara, sebagaimana telah diubah terakhir dengan Peraturan Komisi Pemberantasan Korupsi Nomor 2 Tahun 2020 tentang Perubahan Atas Peraturan Komisi Pemberantasan Korupsi Nomor 7 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara;
2. Surat edaran Menteri BUMN No. SE-12/MBU/10/2021 tentang Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) Bagi Pejabat di Lingkungan BUMN

Perseroan juga telah menyusun Pedoman Penyampaian Laporan Harta Kekayaan bagi Pejabat di lingkungan PT Semen Baturaja (Persero) Tbk, yang secara berkala disempurnakan, terakhir melalui Surat Keputusan Direksi Nomor : PH.01.04/018/2019 tanggal 22 Februari 2019 tentang Pedoman Penyampaian Laporan Harta Kekayaan Bagi Pejabat di Lingkungan PT Semen Baturaja (Persero) Tbk.

The management of the State Apparatus Wealth Report (LHKPN) is a form of commitment of the Company in preventing corruption and the Company's commitment to implementing good corporate governance. LHKPN is also a government program to creating a clean government, including in the environment of the State-Owned Enterprises. As a BUMN that is continuously compliant to prevailing regulations, the Company regulates LHKPN management within the Company's environment.

Legal Basis for Submission of LHKPN

In the context of conducting the instruction of the Minister of BUMN No. INS-01-MBU/2009 and to realize a BUMN Company that is Clean from Corruption, Collusion and Nepotism as well as from the misuse of authority, thus, each official of state apparatus in the BUMN environment is Obligated to report his/her wealth in the form of LHKPN to the Corruption Eradication Commission.

In addition to the above ministerial instruction, the legal and regulatory basis of submitting the LHKPN in the Company is also referred to the following:

1. Regulation of the Corruption Eradication Commission No. 7 of 2016 on the Registration Procedure, Announcement, and Inspection of State's Apparatus Wealth, as last amended with the Regulation of the Corruption Eradication Commission No. 2 of 2020 on the Amendment of the Regulation of the Corruption Eradication Commission No. 7 of 2016 on the Registration Procedure, Announcement, and Inspection of the State's Apparatus' Wealth/Assets;
2. Circular Letter of Minister of BUMN No. SE-12/MBU/10/2021 on the Obligation to Submit the Report on the State Apparatus Wealth (LHKPN) for Officials in BUMN Environment.

The Company has also established the Guidelines for Submitting the State Apparatus Wealth Report for Officials within the environment of PT Semen Baturaja (Persero) Tbk, which is periodically revised, and the last was through the Circular Letter of the Board of Directors No. PH.01.04/018/2019 dated 22 February 2019 regarding the Guidelines for Submitting the Wealth Report of Officials within PT Semen Baturaja (Persero) Tbk.



Pejabat yang Diwajibkan Menyampaikan LHKPN

Pejabat yang diwajibkan untuk menyampaikan LHKPN berdasarkan Surat Keputusan Direksi Nomor : PH.01.04/018/2019 tanggal 22 Februari 2019 tentang Pedoman Penyampaian Laporan Harta Kekayaan Bagi Pejabat di Lingkungan PT Semen Baturaja (Persero) Tbk adalah sebagai berikut:

1. Memperhatikan Instruksi Menteri BUMN Nomor : INS-01/MBU/2009 tentang Penyelenggara Negara yang Wajib menyampaikan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di Lingkungan BUMN yang wajib untuk menyampaikan LHKPN adalah :
 - a. Dewan Komisaris
 - b. Direksi
 - c. Pejabat Struktural satu tingkat di bawah Direksi yang ditetapkan oleh Direksi
 - d. Pejabat lain yang memiliki fungsi strategis di lingkungan BUMN yang ditetapkan oleh Direksi.
2. Penetapan Direksi mengenai Pejabat Struktural satu tingkat di bawah Direksi sebagaimana dimaksud dalam poin 1 huruf c diatas adalah seluruh *Vice President*/setingkat di lingkungan PT Semen Baturaja (Persero) Tbk.
3. Penetapan Direksi mengenai Pejabat lain yang memiliki fungsi strategis di lingkungan PT Semen Baturaja (Persero) Tbk sebagaimana dimaksud dalam poin 1 huruf d di atas adalah seluruh Senior Manager/setingkat di lingkungan PT Semen Baturaja (Persero) Tbk.

Unit Pengelolaan LHKPN

Susunan kepengurusan Unit Pengelolaan LHKPN di PT Semen Baturaja (Persero) Tbk adalah sebagai berikut :

- a. Koordinator
 - Senior Manager Operation & ICT Audit (Division Internal Audit)
 - Senior Manager HR Operation (Division Human Resource & General Affair)
- b. Anggota
 - Section Recruitment & Industrial Relation setingkat Manager (Division Human Resource & General Affair)
 - Section Team IOM Palembang dan Jakarta setingkat Junior Manager (Division Management Accounting, ICT & Risk Management)

Officials Obligated to Submit LHKPN

Officials obligated to submit LHKPN is based on Decision Letter of the Board of Directors No. PH.01.04/018/2019 dated 22 February 2019 regarding the Guidelines for Submitting the Wealth Report of Officials within PT Semen Baturaja (Persero) Tbk. Are as follows:

1. Referring to the Instruction of the Ministry of BUMN No.INS-01/MBU/2009 on the State Administrators who are Obligated to submit LHKPN in SOE are as follows:
 - a. Board of Commissioners
 - b. Board of Directors
 - c. Officials in Structural Positions one level below the Board of Directors determined by the Board of Directors
 - d. Other officials with strategic functions within SOE as determined by the Board of Directors.
2. Decision of the Board of Directors regarding officials in structural positions one level below the Board of Directors as mentioned in point 1 letter c above refers to all Vice Presidents/equivalents in the Company.
3. Decision of the Board of Directors regarding other officials with strategic functions in the Company as mentioned in point 1 letter d above refers to all senior managers/equivalents in the Company.

LHKPN Management Unit

The composition of LHKPN Management Unit at the Company is as follows:

- a. Coordinator
 - Senior Manager of Operations & ICT Audit (Internal Audit Division)
 - Senior Manager of HR Operation (Human Resource & General Affairs)
- b. Members
 - Section Recruitment & Industrial Relation at Manager level (Human Resource & General Affairs Division)
 - Section Team of IOM Palembang and Jakarta at Junior Manager level (Management Accounting, ICT & Risk Management Division)

Laporan Harta Kekayaan Penyelenggara Negara

State Apparatus Wealth Report

Ketentuan Penyampaian LHKPN

Ketentuan penyampaian LHKPN diatur dalam Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk No. PH.01.04/018/2019. Pelaksanaan penyampaian wajib LHKPN memiliki ketentuan sebagai berikut:

1. Pejabat Perseroan wajib menyampaikan LHKPN kepada KPK pada saat:
 - a. Pengangkatan sebagai Pejabat SMBR saat pertama kali menjabat;
 - b. Pengangkatan kembali sebagai Pejabat SMBR setelah berakhirnya masa jabatan atau pensiun; atau
 - c. Berakhirnya masa jabatan atau pensiun sebagai Pejabat SMBR atau pensiun.
2. Penyampaian LHKPN sebagaimana dimaksud dalam poin 1 di atas disampaikan kepada KPK paling lambat 3 (tiga) bulan terhitung sejak pengangkatan pertama/pengangkatan kembali/berakhirnya jabatan atau pensiun.
3. Penyampaian LHKPN selama menjabat sebagai Pejabat SMBR dilakukan secara periodik setiap 1 tahun sekali selambat-lambatnya tanggal 31 Maret tahun berikutnya.
4. LHKPN harus diisi oleh ahli waris Pejabat SMBR apabila yang bersangkutan telah meninggal dunia dan diserahkan kepada Unit Pengelolaan LHKPN PT Semen Baturaja (Persero) Tbk.
5. Dewan Komisaris dan Direksi yang tidak mematuhi ketentuan sebagaimana diatur dalam Pedoman Penyampaian Laporan Harta Kekayaan di lingkungan PT Semen Baturaja (Persero) Tbk ini dikenakan sanksi sesuai dengan ketentuan yang berlaku pada Kementerian BUMN.
6. Bagi seluruh *Vice President* dan *Senior Manager* yang tidak menyampaikan LHKPN akan dikenakan sanksi oleh Perusahaan sesuai ketentuan yang berlaku di lingkungan PT Semen Baturaja (Persero) Tbk.

Requirements for Submission of LHKPN

The provision for submitting LHKPN is regulated in the Decision Letter of the Board of Directors of PT Semen Baturaja (Persero) Tbk No. PH.01.04/018/2019. Implementation of mandatory submission of LHKPN has two provisions as follows:

1. Company officials are required to submit LHKPN to KPK when:
 - a. First appointment as the Company Official;
 - b. Reappointment as the Company official after the end of the term of office or retirement; or
 - c. Completion of the term of office or retirement as SMBR Official.
2. LHKPN submission as referred to in point 1 above is submitted to KPK no later than 3 months since the first appointment/re-appointment/end of term of office or retirement.
3. Submission of LHKPN while serving as Company Official is done periodically on annual basis not later than 31 March of the following year.
4. LHKPN must be completed by the heirs of the Company Officials should the respective person pass away and the report shall be submitted to LHKPN Management Unit of the Company.
5. The Board of Commissioners and the Board of Directors who fail to comply with the provisions stipulated in the Guidelines for Submitting Wealth Reports within PT Semen Baturaja (Persero) Tbk are subject to sanctions in accordance with applicable provisions in the Ministry of BUMN.
6. All Vice Presidents and Senior Managers who fail to submit LHKPN will be subject to sanctions by the Company in accordance with existing policies in PT Semen Baturaja (Persero) Tbk.



Realisasi LHKPN

Jumlah Wajib menyampaikan LHKPN di Perseroan pada tahun 2021 sebanyak 94 orang dan sebanyak 94 orang telah melaporkan LHKPN dengan tepat waktu atau 100%, yang digambarkan pada tabel di bawah ini :

Realization of LHKPN

The number of mandatory submission of LHKPN in the Company during the year 2021 totaled 94 and 94 Company officials have submitted LHKPN report on time or 100% as shown in the table below:

Pejabat Official		Jumlah Wajib Laporan Total Mandatory Officials	Telah Melaporkan Completed Submission	
			Jumlah Total	%
Dewan Komisaris	Board of Commissioners	5	5	100
Direksi	Board of Directors	5	5	100
Pejabat Eselon I (<i>Vice President</i>)	Echelon level I (Vice President)	19	19	100
Pejabat Eselon II (<i>Senior Manager</i>)	Echelon level II (Senior Manager)	65	65	100
Jumlah	Total	94	94	100

Akses Informasi dan Data Perusahaan

Access to Corporate Information and Data

Akses informasi dan data perusahaan merupakan bagian penting dari penerapan prinsip-prinsip tata kelola perusahaan yang baik. Oleh karena itu, Perseroan berkomitmen penuh untuk menyajikan kebutuhan informasi bagi para pemangku kepentingan (*stakeholders*) mengenai Perseroan.

Informasi dan data tersebut, antara lain mencakup visi, misi, strategi, produk dan struktur manajemen, kegiatan Perseroan, kinerja keuangan, tata kelola perusahaan. Selain itu, tersedia juga informasi kinerja berkelanjutan, rilis media dan laporan serta informasi bagi Pemegang Saham.

Direksi juga senantiasa memastikan bahwa Perseroan melaksanakan keterbukaan informasi dan menyampaikan informasi kepada Dewan Komisaris dan Pemegang Saham secara tepat waktu. Sebagai bentuk kepatuhan terhadap keterbukaan informasi, Perseroan juga senantiasa menyampaikan informasi dan fakta material kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI), baik melalui surat maupun melalui pelaporan elektronik.

Informasi dan data Perseroan juga dapat diakses oleh masyarakat melalui situs www.semenbaturaja.co.id. Situs tersebut memuat informasi terkini dan tepat sasaran, efektif dan efisien, sehingga dapat memberikan pemahaman publik mengenai Perseroan secara transparan dan konsisten.

Dalam situs Perseroan, antara lain telah termuat profil Perseroan secara lengkap dengan berbagai jenis pelayanan dan produk, tanggung jawab sosial perusahaan, berita terbaru, serta informasi lainnya yang berguna untuk para pemangku kepentingan. Perseroan juga mengungkapkan informasi dalam bentuk kegiatan lain seperti RUPS, public expose, seminar, pameran dan berbagai kegiatan pengungkapan lainnya.

Perseroan memperbarui informasi secara berkala dan memberikan kemudahan akses informasi kepada para pemangku kepentingan agar mengetahui kondisi Perseroan secara jelas dan terbuka. Rincian saluran informasi Perseroan diuraikan sebagai berikut:

1. Rapat Umum Pemegang Saham

Rapat Umum Pemegang Saham adalah sarana komunikasi Perseroan dengan pemegang saham untuk penyampaian informasi mengenai

Access to information and data of the Company is an important part of good corporate governance principles. For this reason, the Company is fully committed to present the need for information on the Company to stakeholders.

Such information and data, among others, cover the vision, mission, strategies, products and management structure, Company activities, financial performance, and corporate governance. In addition, also available such other information as on sustainable performance, media release and reports as well as information for the Shareholders.

The Board of Directors is also continually ensuring that the Company implements transparent disclosure of information to the Board of Commissioners and the Shareholders on timely basis. As a form of compliance on disclosure of information, the company also continuously provide material information and facts to the Financial Services Authority and the Indonesia Stock Exchange, both through letter as well as through electronic reporting.

Company information and data are also accessible by the public through the website www.semenbaturaja.co.id which includes up-to-date information and on-target, effective and efficient, so as to provide the public with an overall understanding of the Company transparently and consistently.

Other information available on the website, among others, the Company profile which fully portrays the various services and products, corporate social responsibility, latest news, as well as such other information beneficial to stakeholders. The Company also discloses information in the forms of other activities such as the GMS, public expose, seminar, exhibitions and others.

The Company update the information periodically and provide easy access to information to stakeholders so that they know the condition of the Company clearly and openly. Details of the information channels are described below:

1. General Meeting of Shareholders

General Meeting of Shareholders (GMS) is a forum of communication between the Company and the Shareholders to deliver Company information and



Perseroan dan memungkinkan Pemegang Saham berpartisipasi dalam pengambilan keputusan yang memerlukan persetujuan pemegang saham. Pada tahun 2021, Perseroan melakukan RUPS sebanyak 1 (satu) kali, yakni RUPS Tahunan Tahun Buku 2020 pada tanggal 27 Mei 2021.

2. Public Expose

Public expose adalah suatu pemaparan umum kepada publik untuk menjelaskan mengenai kinerja Perseroan. Perseroan menyelenggarakan *public expose* minimal 1 (satu) kali dalam setahun. Pada tahun 2021 Perseroan telah melaksanakan *Public Expose* pada tanggal 7 September 2021.

3. Pertemuan dengan Investor dan Analis

Pertemuan ini menjadi sarana pertukaran informasi mengenai perkembangan industri dan Perseroan kepada investor/analisis, terutama mengenai kinerja bisnis dan keuangan Perseroan. Pertemuan ini dapat dilakukan secara individu maupun berkelompok, baik secara tatap muka, telepon ataupun *conference call*.

4. Laporan Keuangan

Laporan keuangan yang diterbitkan oleh Perseroan terdiri dari laporan keuangan tahunan, tengah tahunan, kuartal pertama dan periode sembilan bulan. Laporan keuangan tersebut dipublikasikan melalui situs *web* Perseroan dan situs web Bursa Efek Indonesia (BEI). Untuk laporan keuangan tahunan dan tengah tahunan, Perseroan juga mempublikasikan laporan keuangan tersebut melalui surat kabar harian nasional yang disajikan sesuai dengan ketentuan yang berlaku.

5. Laporan Tahunan

Sebagai bentuk pertanggungjawaban Direksi dan Dewan Komisaris dalam melakukan pengurusan dan pengawasan terhadap emiten atau perusahaan publik dalam kurun waktu 1 (satu) tahun buku RUPS maka disusun laporan tahunan sesuai dengan ketentuan yang berlaku. Laporan tahunan tersebut disampaikan kepada pemegang saham, *regulator*, organisasi massa, media massa dan masyarakat. Laporan tahunan dipublikasikan melalui situs Perseroan dan situs Bursa Efek Indonesia (BEI).

to enable Shareholders to participate in making resolutions that require Shareholders' approval. In the year 2021, the Company held 1 (one) GMS, namely the Annual GMS for Fiscal Year 2020 on 27 May 2021.

2. Public Expose

Public expose is a general presentation to the public to explain the Company's performance. The Company holds the public expose at least once a year to disclose the Company's general performance to the public. In 2020, the Company held its public expose on 7 September 2021.

3. Meeting with Investors and Analysts

This meeting is a means of exchanging information regarding the development of the industry and the Company to investors/analysts, especially regarding the business and financial performance of the Company. These meetings can be held individually or in groups, either face-to-face, telephone or conference calls.

4. Financial Statements

Financial statements released by the Company consist of annual financial statements, semi-annuals as well as for first quarter and nine-month period. The financial statements are published through the Company website and the Indonesia Stock Exchange (IDX) website. For annual and semi-annual financial statements, the Company also publishes these reports through the national daily newspapers, presented in accordance with applicable regulations.

5. Annual Report

The annual report is a form of accountability of the Board of Directors and the Board of Commissioners in managing and supervising issuers or public companies within 1 (one) fiscal year of the GMS, thus the annual report is prepared in accordance with applicable regulations. The annual report is submitted to the shareholders, regulators, mass organizations, mass media and the public. The annual report is published on the Company's website and Indonesia Stock Exchange (IDX) website.

Periode Year	Tema Theme	
2020	<i>Rising to The Challenge</i>	Rising to The Challenge
2019	<i>Driven to Innovate Growing Network</i>	Driven to Innovate Growing Network
2018	<i>A Vision to Lead With Sustainable Values</i>	A Vision to Lead With Sustainable Values
2017	<i>Exceeding Prime for Environmental Sustainability</i>	Exceeding Prime for Environmental Sustainability
2016	<i>Unbreakable Spirit Within</i>	Unbreakable Spirit Within
2015	<i>Solidifying Achievement</i>	Solidifying Achievement

Akses Informasi dan Data Perusahaan

Access to Corporate Information and Data

6. Situs Web

Perseroan memiliki situs yakni www.semenbaturaja.co.id yang memuat informasi terkini mengenai Perseroan, termasuk segala hal yang berkaitan dengan Perseroan, baik dari sisi manajemen, profil perusahaan, tata kelola perusahaan, hingga produk yang dihasilkan. Situs Perseroan menyajikan informasi dalam dua Bahasa yakni Bahasa Indonesia dan Bahasa Inggris juga telah memenuhi aturan terkait dengan situs web perusahaan publik yakni POJK Nomor 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik.

7. Transparansi Penyampaian Laporan ke Otoritas Pasar Modal (BEI dan OJK) serta Kementerian BUMN

Sebagai BUMN yang berstatus perusahaan terbuka, Perseroan harus menyampaikan laporan kepada Bursa Efek Indonesia, Otoritas Jasa Keuangan serta Kementerian BUMN. Berikut transparansi penyampaian laporan yang dilakukan sepanjang tahun 2021.

Kementerian BUMN:

1. Laporan Keuangan Tahun Buku 2020.
2. Laporan Tahunan Tahun Buku 2020.
3. Penyelenggaraan RUPS Tahunan Tahun Buku 2020.
4. Laporan Keuangan Triwulanan Tahun Buku 2021.
5. Laporan Manajemen Perusahaan Tahunan Tahun Buku 2020.

Bursa Efek Indonesia dan Otoritas Jasa Keuangan (OJK):

1. Laporan Bulanan Registrasi Pemegang Efek
2. Perubahan Kantor Akuntan Publik dan/ Akuntan Publik
3. Perubahan Susunan Komite Audit
4. Laporan Informasi atau Fakta Material Penerimaan Pinjaman Sindikasi
5. Laporan Informasi atau Fakta Material Penjelasan SMBR kepada BEI
6. Penyampaian Laporan Keuangan Tahunan 2020 (Audited) berbasis XBRL
7. Penyampaian Informasi Bukti Iklan Laporan Keuangan Tahunan 2020 (Audited)
8. Pengumuman Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2020
9. Bukti Iklan Pengumuman Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2020
10. Penyampaian Laporan Keuangan Triwulan I – 2021
11. Penyampaian Laporan Tahunan Tahun Buku 2020

6. Website

The Company's website, www.semenbaturaja.co.id, contains the latest information concerning the Company, including all information related to the Company, such as on the management, company profile, corporate governance up to the manufactured products. The Company's website provides information in two languages, namely Indonesian and English. It complies with regulations related to public company website, namely POJK No.8/POJK.04/2015 concerning Websites of Issuers or Public Companies.

7. Transparency of Report to Capital Market Authorities (IDX and OJK) and Ministry of BUMN.

As a state-owned company with its status as a public company, the Company must submit reports to the Indonesia Stock Exchange, the Financial Services Authority and the Ministry of BUMN. Following is the transparency of report submission during the year 2021.

Ministry of BUMN:

1. Financial Statements of Fiscal Year 2020
2. Annual Report of Fiscal Year 2020
3. Implementation of Annual GMS of Fiscal Year 2020
4. Quarterly Financial Statements of Fiscal Year 2021
5. Annual Company Management Report of Fiscal Year 2020

Indonesia Stock Exchange and Financial Services Authority (OJK):

1. Monthly Report of Issuers Registration
2. Change in Public Accounting Firm/Public Accountant
3. Change in the Composition of Audit Committee
4. Disclosure of Material Information or Facts Receival of Syndicate Loan
5. Disclosure of Material Information or Facts on SMBR's Explanation to BEI
6. Submission of XBRL-Based 2020 Annual Financial Statements (Audited)
7. Disclosure of Information on Proof of Advertisement of 2020 Financial Statements (Audited)
8. Announcement of the Annual General Meeting of Shareholders (GMS) of Fiscal Year 2020
9. Proof Advertisement on the Announcement of the Annual General Meeting of Shareholders (GMS) of Fiscal Year 2020
10. Submission of Financial Statements of Quarter I – 2021
11. Submission of Annual Report of Fiscal Year 2020



12. Pemanggilan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2020
13. Penyampaian Bukti Iklan Panggilan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2020
14. Laporan Informasi atau Fakta Material Ralat Pemanggilan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2020
15. Ringkasan Risalah Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2020
16. Informasi Perubahan Pengurus
17. Penyampaian Bukti Iklan Ringkasan Risalah Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2020
18. Laporan Penunjukkan Akuntan Publik dan/atau Kantor Akuntan Publik dalam rangka Audit atas Informasi Keuangan Historis Tahunan pada PT Semen Baturaja (Persero) Tbk
19. Laporan Informasi atau Fakta Material Penemuan Baru atau Produk Baru yang memberikan nilai tambah bagi Perusahaan
20. Laporan Informasi atau Fakta Material Perubahan Anggaran Dasar PT Semen Baturaja (Persero) Tbk
21. Penyampaian Laporan Keuangan Konsolidasian Semester I Tahun 2021 (*Unaudited*) berbasis XBRL
22. Penyampaian Bukti Iklan Laporan Keuangan Semester I Tahun 2021 (*Unaudited*)
23. Rencana Penyelenggaraan *Public Expose* Tahunan
24. Penyampaian Materi *Public Expose* Tahunan
25. Laporan Hasil *Public Expose* Tahunan
26. Penyampaian Laporan Keuangan Konsolidasian Triwulan III Tahun 2021 (*Unaudited*) berbasis XBRL
27. Penjelasan atas Permintaan Penjelasan kepada Bursa
28. Laporan Informasi atau Fakta Material Keterbukaan Informasi Pengunduran Diri Komisaris Independen

8. Siaran Pers

Sepanjang tahun 2021, Perseroan menerbitkan siaran pers sebanyak 51 naskah, yang diklasifikasikan ke dalam beberapa kategori informasi yakni:

1. Informasi mengenai kinerja produksi dan penjualan Semen Baturaja
2. Informasi mengenai Kegiatan CSR Semen Baturaja
3. Informasi mengenai berbagai peristiwa penting perusahaan seperti Ulang Tahun Perseroan, Penandatanganan Kerjasama, Sinergi BUMN, Rapat Umum Pemegang Saham, Musyawarah Besar Serikat Karyawan, dan informasi penting lainnya

12. Summon to the Annual General Meeting of Shareholders (GMS) of Fiscal Year 2020
13. Submission of Proof of Advertisement on the Summon of the Annual General Meeting of Shareholders (GMS) of Fiscal Year 2020
14. Report on Material Information or Facts on the Amendment of the Summon to the Annual General Meeting of Shareholders (GMS) of Fiscal Year 2020
15. Summary of the Minutes of Meeting of the Annual General Meeting of Shareholders (GMS) of Fiscal Year 2020
16. Information on the Change in the Management
17. Submission of Proof of Advertisement on the Summary of the Minutes of the Annual General Meeting of Shareholders of Fiscal Year 2020
18. Report on the Appointment of Public Accountant and/or Public Accounting Firm in the context of the Audit on the Annual Historical Financial Information on PT Semen Baturaja (Persero) Tbk
19. Submission of Material Information or Facts on New Innovation or New Products which provide added value for the Company
20. Report on Material Information or Facts on the Changes in the Articles of Association of PT Semen Baturaja (Persero) Tbk
21. Submission of the XBRL-Based Consolidated Financial Statements of Semester I 2021 (*Unaudited*)
22. Submission of Proof of Advertisement of the Financial Statements of Semestr I 2021 (*Unaudited*)
23. Plans for the Annual Public Expose
24. Submission of Materials fo the Annual Public Expose
25. Report on Results of the Annual Public Expose
26. Submission of Report on the XBRL-Based Consolidated Financial Report of Quarter III 2021 (*Unaudited*)
27. Explanation to the Stock Exchange on the Request for Explanation
28. Report on Material Information or Facts on the Disclosure of Information on the Resignation of Independent Commissioner

8. Press Release

Throughout the year 2021, the Company published 51 press releases, classified into several categories of information as follows:

1. Information on production and sales performance of Semen Baturaja
2. Information on CSR activities of Semen Baturaja
3. Information on various a important events of the Company such Company Anniversary, Cooperation Signing, BUMN Synergy, General Meeting of Shareholders, General Meeting of the Labor Union, and other important information

Akses Informasi dan Data Perusahaan

Access to Corporate Information and Data

- Informasi mengenai Pencegahan dan Kepedulian pada masa Pandemi Covid-19
- Informasi mengenai Kinerja Keuangan dan Informasi Keuangan lainnya
- Informasi Mengenai Prestasi dan Penghargaan yang diperoleh Semen Baturaja
- Informasi mengenai Progres Investasi (CAPEX) Semen Baturaja

9. Buletin

Perseroan telah menerbitkan Buletin yang diberi nama S-Magz atau Semen Baturaja Magazine, yang merupakan wadah berekspresi, berkreasi dan menjadi jendela informasi perusahaan baik ke pihak internal maupun eksternal. S-Magz dapat diakses dan diunduh di portal intranet Perseroan juga situs web Perseroan melalui menu MEDIA sub menu BULETIN. Sepanjang tahun 2021, Buletin S-Magz telah terbit 1 kali Edisi Tahunan 2021 pada Januari 2022.

10. E-Mail

Perseroan menyediakan akses bagi pemegang saham, investor maupun masyarakat untuk berkomunikasi melalui e-mail resmi Perseroan, yaitu corsec@semenbaturaja.co.id, baturajabersih@semenbaturaja.co.id

11. Media Sosial

Perseroan menyediakan berbagai informasi dan sarana komunikasi kepada pihak eksternal melalui media sosial Perseroan, antara lain:



ptsb.tbk.official



@pt.semenbaturaja

Adapun aktivitas, baik dari sisi jumlah postingan atau *followers* yang dilakukan media sosial Perseroan sepanjang tahun 2021 adalah sebagai berikut:

- Information on the Prevention and Concerns in the Covid-19 Pandemic
- Information on the Financial Performance and other Financial Information
- Information on the Achievements and Awards Received by Semen Baturaja
- Information on the Investment Progress (CAPEX) of Semen Baturaja

9. Bulletin

The Company published a Bulletin named S-Magz or Semen Baturaja Magazine, the media to express, to create and serves as the window to company information, both internal and external. S-Magz can be accessed and downloaded in the company intranet portal as well as from the Company website through the menu MEDIA sub-menu BULLETIN. Throughout the year 2021, S-Magz Bulletin published 1 Annual Edition of 2021 on January 2022.

10. E-Mail

The Company provides access for shareholders, investors and the public to communicate through the Company's official email, namely corsec@semenbaturaja.co.id, baturajabersih@semenbaturaja.co.id

11. Social Media

The Company provides various information and facilities of communication to external parties through the company social media, including:



@ptsb_tbk



SemenBaturajaTbk

Activities, both in terms of the number of posts or followers, conducted by the Company during the year 2021 are as described in the table below.

Media Sosial Social Media	Jumlah Konten Total Contents			Followers/Subscribers Followers/Subscribers		
	Desember 2020 December 2020	Desember 2021 December 2021	Perubahan (%) Changes (%)	Desember 2020 December 2020	Desember 2021 December 2021	Perubahan (%) Changes (%)
Facebook	285	257	-9,8	15.301	15.167	-0,9
Instagram	253	275	8,7	21.589	25.298	17,18
Twitter	1143	994	-13,0	2.118	2.218	4,7
Youtube	47	59	25,5	524	671	28,1



Perkara Penting

Significant Cases

Sepanjang tahun buku 2021, Perseroan menghadapi 2 (dua) perkara penting yang diurai sebagai berikut:

Throughout the 2021 financial year, the Company faced 2 (two) important cases as described below:

No.	Pokok Perkara/Gugatan Lawsuit	Status Penyelesaian Perkara/Gugatan Lawsuit Settlement Status	Pengaruh terhadap Perusahaan Impact to the Company
1	Klaim Kerusakan Gearbox Tianjin Cement Industry Design & Research Institute Co., Ltd (TCDRI) Claim of Gearbox Damage from Tianjin Cement Industry Design & Research Institute Co., Ltd (TCDRI)	Perseroan melakukan kerjasama pembangunan pabrik Baturaja II (BTA II) dengan Tianjin Cement Industry Design & Research Institute Co., Ltd (TCDRI) pada tahun 2015. Pabrik BTA II selesai dibangun dan mulai beroperasi pada tahun 2017. Pada 29 Maret 2019, muncul indikasi kerusakan pada gearbox di pabrik BTA II. Terkait kerusakan tersebut, Perseroan mengajukan klaim sebesar Rp24.424.292.136 (dalam Rupiah penuh) pada tanggal 28 Agustus 2019. Hasil korespondensi pada tanggal 29 September 2020 TCDRI menyatakan hanya bersedia membayar sebesar Rp12.162.600.000 (dalam Rupiah penuh) dari total pengajuan klaim. Maka pada tanggal 5 Oktober 2020 Perusahaan menyatakan bersedia menerima pembayaran Rp12.162.600.000 (dalam Rupiah penuh), namun Perusahaan akan tetap akan menagih sisa dari total klaim yang diajukan. Sampai dengan tanggal penyelesaian laporan keuangan, Perseroan sedang dalam proses penyelesaian sengketa dan dalam tahap sidang Arbitrase di Badan Arbitrase Nasional Indonesia (BANI). The Company entered into cooperation in the construction of the Baturaja II (BTA II) factory with Tianjin Cement Industry Design & Research Institute Co., Ltd (TCDRI) in 2015. The BTA II plant was completed and started operations in 2017. On 29 March 2019, there are indications damage to the gearbox at the BTA II factory. The Company filed the claim for the damage, amounting to Rp24,424,292,136 (in full Rupiah) on August 28, 2019. Based on correspondence on September 29, 2020, TCDRI stated that it was only willing to pay Rp. 12,162,600,000 (in full Rupiah) of the total claims submitted. Therefore, on October 5, 2020, the Company stated that it is willing to accept payment of Rp. 12,162,600,000 (in full Rupiah), however, the Company will still ask for the remainder of the total claims submitted. As of the date of completion of the financial statements, SMBR is in the process of resolving disputes and in the stage of arbitration proceedings at the Indonesian National Arbitration Board (BANI).	Berpotensi menimbulkan kerugian bagi Perseroan sesuai sisa nilai klaim Perseroan yang ditolak oleh TCDRI yaitu sebesar €683.844,59 dan Rp14.896.542.766. Potential to cause losses for the Company according to the remaining value of the Company's claims that were rejected by TCDRI, which amounted to €683,844.59 and Rp14,896,542,766.
2	Peninjauan Kembali Kasus Pajak Kurang Bayar oleh Direktorat Jenderal Pajak (DJP) terhadap SMBR di Mahkamah Agung Judicial review on the Case of Tax Underpayment by the Directorate General of Taxes (DGT) against SMBR at the Supreme Court.	Perbedaan dalam interpretasi Direktorat Jenderal Pajak (DJP) atas Perjanjian antara Perusahaan dengan PT Kereta Api Indonesia (Persero) menurut DJP merupakan Sewa dan Penghasilan Lain. Sedangkan menurut Perseroan adalah perjanjian angkutan Batubara dan Klinker serta material lainnya tersebut adalah Jasa Angkutan. Atas perbedaan interpretasi tersebut, DJP menerbitkan SKPKB PPh 23 yang dikirimkan ke Perseroan perihal Penolakan atas Keberatan yang diajukan oleh Perseroan untuk tahun pajak Januari 2010 - Desember 2012. Terhadap Keputusan tersebut, Perseroan mengajukan Banding ke Pengadilan Pajak, dan pada 13 Maret 2017 Pengadilan Pajak mengabulkan seluruh permohonan Banding Perseroan terhadap 36 surat keputusan dari DJP. Pada tahun 2020 DJP telah mengajukan Permohonan Peninjauan Kembali ke Mahkamah Agung atas Keputusan Pengadilan Pajak tersebut. Berdasarkan Surat Putusan Mahkamah Agung RI di tahun 2021, Mahkamah Agung menolak permohonan pengajuan tersebut. Dalam permasalahan ini Perseroan menunjuk AHRP Law Firm sebagai Kuasa Hukum Perseroan. Differences in the interpretation of the Directorate General of Taxes (DGT) on the Agreement between the Company and PT Kereta Api Indonesia (Persero) according to the DGT constitute Rent and Other Income. Meanwhile, according to the Company, the Coal and Clinker transportation agreement and other materials are Transportation Services. Due to the difference in interpretation, the DGT issued SKPKB PPh 23 which was sent to the Company regarding the rejection of the objections submitted by the Company for the fiscal year January 2010 - December 2012. Against this decision, the Company filed an appeal to the Tax Court, and on March 13, 2017 the Tax Court granted all of the Company's appeals against 36 decision letters from the DGT. In 2020, the DGT has filed an appeal for judicial review to the Supreme Court of the Tax Court's decision. Based on the Decree of the Supreme Court of the Republic of Indonesia in 2021, the Supreme Court rejected the appeal. In this matter, the Company appointed AHRP Law Firm as the Company's Legal Counsel.	Berpotensi menimbulkan kerugian bagi Perseroan sesuai nilai pada Surat Ketetapan Pajak Kurang Bayar PPh Pasal 23 kepada Perseroan yaitu sebesar Rp2.870.138.639,56 Potential to cause losses for the Company according to the value in the Tax Assessment Letter of Underpayment of Income Tax Article 23 to the Company, which is Rp.2,870,138,639.56

Sanksi **Administrasi**

Administrative Sanction

Selama tahun 2021 tidak ada sanksi administratif yang dikenakan kepada Perseroan dan Insan Semen Baturaja sehingga tidak ada informasi terkait yang disajikan pada laporan tahunan ini.

There was no administrative sanctions imposed on the Company and the employees of Semen Baturaja in 2021, thus no relevant information can be presented in this annual report.



Kode Etik Perseroan

Company Code of Ethics

Program Peningkatan Pemahaman Kode Etik, Jenis Sanksi Kode etik dan Jumlah Laporan Pelanggaran Kode Etik

Perseroan berkomitmen untuk mengimplementasikan GCG secara konsisten dan berkelanjutan, salah satunya dengan membuat Pedoman Perilaku (*Code of Conduct*) yang disusun berlandaskan nilai-nilai yang dianut oleh jajaran Perseroan dan dalam implementasinya dijabarkan ke dalam standar sikap dan perilaku, yang disahkan sesuai Surat Keputusan Direksi Nomor: PH 01.04/009/2019 tentang Pedoman Perilaku (*Code Of Conduct*) PT Semen Baturaja (Persero) Tbk.

Pedoman Perilaku (*Code of Conduct*) adalah sekumpulan komitmen yang terdiri dari etika usaha, etika kerja dan etika terhadap hal-hal khusus yang disusun untuk menjadi pedoman yang mengatur, membentuk, mengendalikan kesesuaian perilaku baik pengurus dan karyawan agar sejalan dengan budaya Perseroan dalam mendukung pencapaian visi dan misi Perseroan.

Ketentuan standar seperti benturan kepentingan, pemberian dan penerimaan hadiah, hiburan, pemberian donasi, perlindungan terhadap informasi dan harta Perseroan, kegiatan politik, etika yang terkait dengan *stakeholder*, pelaporan atas pelanggaran serta sanksi atas pelanggaran juga menjadi bagian dalam kode etik yang diatur dalam Pedoman Perilaku (*Code of Conduct*).

Pedoman Perilaku (*Code of Conduct*) Perseroan ditinjau dan dimutakhirkan secara berkala. Dengan demikian, Pedoman Perilaku tersebut dapat diimplementasikan dan sesuai dengan kebutuhan Perseroan.

Keberadaan Etika Bisnis dan Etika Kerja Perseroan

Guna mencapai tujuan Perseroan, seluruh kegiatan Perseroan dilandasi nilai-nilai etika yang tidak hanya bertumpu pada tujuan ekonomis semata. Kode etik dan budaya Perseroan atau Pedoman Perilaku (*Code of Conduct*) disusun berlandaskan nilai-nilai yang dianut oleh setiap pimpinan dan karyawan yang dalam implementasinya dijabarkan dalam sikap dan perilaku bagi setiap pengurus dan karyawan di luar dan di dalam Perseroan.

Enhancement Program, Type of Sanction and Total Report on Violation of the Code of Conduct

The Company is committed to implement GCG consistently and sustainably, of the is through the establishment of the Code of Conduct prepared based on the values adopted by the Company's personnel and its implementation is translated into attitudes and behavioral standards, which are ratified in accordance with the Decision Letter of the Board of Directors No.PH01.04/009/2019 concerning the Code of Conduct of PT Semen Baturaja (Persero) Tbk.

The Code of Conduct is compilation of commitments which consist of business ethics, work ethics and ethics towards specific matters composed to serve as guidelines that regulate, form, control suitability of good behaviors of the management and employees so that they are in line with the Corporate culture in support of the achievement of Company vision and mission.

The standard provision such as conflict of interest, giving and receiving gifts, entertainment, extending donation, protection of Company information and assets, political activities, ethics related to stakeholders, reporting of violations also become part of the ethical code that is regulated under the Code of Conduct.

The Company's Code of Conduct is reviewed and updated periodically. Thus, the Code of Conduct may be implemented and in accordance with the needs of the Company.

Company Business Ethics and Work Ethics

To achieve the Company's goals, all Company activities are carried out based on ethical values do not merely focus on economic goals. The Company's Code of Conduct is composed based on the values adopted by every leader and employee, and its implementation is translated into the attitudes and behavior of every manager and employee outside and inside the Company.

Kode Etik Perseroan

Company Code of Ethics

Pedoman Perilaku (*Code of Conduct*) mencakup Etika Usaha dan Etika Kerja. Etika Usaha merupakan standar perilaku usaha yang diterapkan Perseroan sebagai suatu entitas bisnis dalam berinteraksi dan berhubungan dengan *Stakeholders* baik internal maupun eksternal, sedangkan Etika Kerja merupakan standar perilaku kerja yang digunakan dalam melaksanakan tugas untuk dan atas nama Perseroan, maupun dalam berinteraksi dan berhubungan dengan sesama rekan kerja serta *Stakeholders*.

Pedoman Perilaku (*Code of Conduct*) berlaku bagi seluruh pengurus dan karyawan Perseroan. Pedoman ini merupakan landasan kegiatan usaha Perseroan yang menjadi acuan bagi pengurus dan karyawan. Perseroan meyakini bahwa kegiatan usaha yang bersinergi dengan pola etika dan budaya Perseroan mampu menuntun seluruh komponen Perseroan bersikap secara profesional dan menghasilkan keberhasilan usaha bagi Perseroan.

Tujuan Pelaksanaan Kode Etik Perseroan

Pelaksanaan Kode Etik Perseroan, bertujuan:

1. Memberikan pedoman atau kepastian perilaku yang harus ditaati oleh pengurus dan karyawan pada saat berhadapan dengan situasi yang dilematis. Perilaku yang konsisten dan konsekuen akan menciptakan keteraturan dalam pengelolaan Perseroan.
2. Menciptakan suasana kerja yang sehat dan nyaman dalam lingkungan internal Perseroan serta melindungi pengurus dan karyawan dari tekanan atau perilaku manipulatif yang mungkin terjadi di Perseroan.
3. Mengurangi risiko kerugian akibat tuntutan pihak ketiga akibat kelalaian yang dilakukan oleh pengurus dan karyawan.
4. Mendorong perbaikan mutu produk dan layanan Perseroan dan jika terus dikembangkan dan dikelola pada akhirnya akan menuju pada peningkatan reputasi/citra Perseroan.
5. Apabila dilaksanakan secara konsisten, maka secara internal, Pedoman Perilaku ini akan mencegah terjadinya benturan kepentingan, menciptakan integritas, kejujuran dan profesionalitas pengurus dan karyawan. Sedangkan secara eksternal, penerapan Pedoman Perilaku ini akan meningkatkan etos kerja bagi pengurus dan karyawan serta reputasi/citra perusahaan di mata pihak eksternal.

The Code of Conduct comprises of Business Ethics and Work Ethics. Business Ethics is a standard of business behavior applied by the Company as a business entity in interacting and dealing with Stakeholders, both internal and external, while Work Ethics is a standard of work behavior used in performing duties for and on behalf of the Company, as well as in interacting and dealing with fellow colleagues and stakeholders.

The Code of Conduct applies to all management and employees of the Company. This guideline is the basis of the Company's business activities serving as reference for the management and employees. The Company believes that business activities that synergize with Company ethical and cultural patterns are capable of leading all Company components to act professionally and generate business success for the Company.

Objectives of the Implementation of the Code of Conduct

Implementation of the Company's Code of Conduct aims at the following:

1. Providing guidelines or certainty of behavior that must be followed by the management and employees when faced with troubling situations. Consistent and consequential behaviors create regularity in the management of the Company.
2. Creating sound and comforting work situation in the Company's internal environment as well as protecting the management and employees from pressures or manipulative behaviors that may occur in the Company.
3. Reducing the risk of loss due to lawsuits from third parties caused by negligence on the part of the management and employees.
4. Encouraging improvement of quality of products and services of the Company, and if further developed and managed, it will in the end generate improvement of the Company's reputation/image.
5. If carried out consistently, then internally, the Code of Conduct will prevent the occurrence of conflict of interest, generate integrity, honest and professionalism of the management and employees. While externally, the implementation of the Code of Conduct will enhance work ethics for the management and employees as well as the reputation/image of the Company in the eyes of external parties.



Isi dan Muatan Kode Etik

Pedoman perilaku (*Code of Conduct*) yang diterapkan pada Perseroan bersifat mengikat dan mewajibkan seluruh jajaran Perseroan baik manajemen maupun karyawan untuk taat kepada peraturan yang berlaku tersebut.

A. Etika Usaha

Secara terperinci, etika usaha yang berlaku pada PT Semen Baturaja (Persero) Tbk mengatur perilaku Perseroan dengan:

1. Etika Perseroan kepada Karyawan

Perseroan melandasi hubungan dengan karyawan dengan keinginan untuk berbuat yang terbaik, dengan menjunjung tinggi sikap saling menghormati, bekerjasama serta menerapkan prinsip keterbukaan dan keadilan. Beberapa perilaku yang dikembangkan dalam berinteraksi dengan karyawan, antara lain:

Menghormati hak dan kewajiban karyawan seperti yang tertuang dalam aturan Perseroan yang berlaku, menjunjung tinggi kerjasama yang baik berdasarkan kepercayaan dan saling menghargai satu sama lain, mengembangkan kebijakan yang terkait dengan hak dan kewajiban karyawan, menciptakan lingkungan kerja yang aman dan kondusif yang memungkinkan karyawan dapat berkreasi dan berinovasi, mempekerjakan karyawan atas dasar kebutuhan Perseroan dengan memperhatikan kualifikasi dan spesifikasi jabatan, mendukung pengembangan karir, adanya sistem *reward* dan *punishment*, adanya suasana kebersamaan dalam mencapai tujuan Perseroan, menjaga privasi karyawan dan membangun suasana komunikasi dan keterbukaan.

2. Etika Perseroan terkait Serikat Karyawan

Perseroan mengakui Serikat Karyawan sebagai organisasi yang sah untuk mewakili dan bertindak untuk dan atas nama anggota/karyawan yang mempunyai hubungan kerja dengan pihak Perseroan. Beberapa perilaku yang dikembangkan dalam berinteraksi dengan Serikat Karyawan, antara lain:

Serikat Karyawan dijamin untuk dapat menyelesaikan keluhan-keluhan yang disampaikan secara langsung oleh anggota/karyawan tanpa mengatasnamakan serikat kepada Perseroan maupun melalui Serikat Karyawan, Serikat Karyawan tidak mencampuri Direksi dalam pengelolaan Perseroan, kecuali yang menyangkut ketenagakerjaan atau yang berdampak pada ketenagakerjaan.

Content and Substance of Code of Conduct

The Code of Conduct applied in the Company is by nature binding and commanding that all levels within the Company, management and employees is obliged to comply with prevailing laws and regulations.

A. Business Ethics

In details, business ethics applicable in PT Semen Baturaja (Persero) Tbk regulate the behavior of the Company through the following:

1. Ethics of Company towards Employees

The Company bases its relationship with the employees with the intention to act in the best manner, by upholding high the attitude of mutual respect, cooperation as well as applying the principles of transparency and fairness. Several behaviors developed in interacting with employees, among others, are as follows:

Respect the rights and obligations of employees stipulated in applicable Company regulations; uphold high good cooperation based on trust and mutual respect of one another; develop policies related to employees' rights and obligations; create a safe and conducive working environment that allows employees to be creative and innovative; employ employees on the basis of Company's needs by taking into account the qualifications and job specifications; support employee career development within the Company; a reward and punishment system; a working atmosphere of togetherness in the effort to achieve Company goals; maintain the privacy of employees and build an environment for good communication and openness.

2. Ethics of Company to Labor Union

The Company acknowledges the Labor Union as a legitimate organization to represent and act for and on behalf of its members/employees who have working relations with the Company. Several behaviors developed in interacting with the Labor Union include:

The Labor Union is guaranteed to receive solutions of their complaints submitted directly by members/employees, not on behalf of the union, to the Company or through the Labor Union; the Labor Union do not intervene with the Board of Directors in the management of the Company, unless if related to manpower issues or if it affected manpower matters.

Kode Etik Perseroan

Company Code of Ethics

3. Etika Perseroan kepada Pemegang Saham

Hubungan yang dibangun Perseroan dan Pemegang Saham dilandasi keinginan untuk berbuat yang terbaik dengan memperhatikan prinsip keterbukaan dan keadilan. Beberapa perilaku yang dikembangkan dalam berinteraksi dengan pemegang saham, antara lain:

Menyelenggarakan komunikasi dengan Pemegang Saham sesuai dengan praktik bisnis yang lazim, menjaga dan memenuhi hak-hak Pemegang Saham dengan memerhatikan prinsip kesetaraan (*equal treatment*) sesuai dengan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku, melaksanakan keputusan yang telah ditetapkan dalam RUPS dan menjaga reputasi Perseroan.

4. Etika Perseroan kepada Pelanggan

Hubungan Perseroan dengan pelanggan didasari keinginan untuk memberikan pelayanan yang terbaik, melalui penerapan sikap kejujuran dan saling menghormati, kerja sama dan keadilan serta melakukan pembinaan dan pemberian sanksi/penghargaan terhadap unjuk kerja pada *distributor* dan ekspeditur. Beberapa perilaku yang dikembangkan dalam berinteraksi dengan pelanggan, antara lain:

Menghormati hak-hak pelanggan sesuai dengan peraturan yang berlaku, mengutamakan kualitas layanan Perseroan kepada Pelanggan, memerhatikan dan menanggapi masukan dan keluhan dari pelanggan, menjaga kerahasiaan informasi mengenai pelanggan dan melakukan promosi sesuai dengan etika dan Peraturan Perundang-Undangan yang berlaku serta menyediakan media komunikasi bagi pelanggan.

5. Etika Perseroan kepada Penyedia Barang dan Jasa

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan penyedia barang dan jasa, antara lain:

Memberikan informasi barang dan jasa yang dibutuhkan berikut tata cara dan prosedur pengadaannya secara transparan dan objektif sesuai dengan ketentuan yang berlaku, melaksanakan pengadaan barang dan jasa secara transparan dengan memilih rekanan yang memenuhi persyaratan sesuai dengan ketentuan yang berlaku, membuat kesepakatan kerja dengan rekanan yang dituangkan dalam suatu dokumen tertulis berdasarkan itikad baik dan saling menguntungkan, menjaga keamanan dan kerahasiaan serta membatasi akses dari pihak-pihak yang tidak berhak atas data dan informasi rekanan yang bersifat rahasia.

3. Ethics of Company to Shareholders

Relationship that is built by the Company and the Shareholders is based on intention to act in the best manner with consideration of the principles of openness and fairness. Several behaviors developed in interacting with the shareholders include the following:

Communicate with the Shareholders in accordance with customary business practices, maintain and fulfill the rights of the Shareholders by taking into the account the principles of equal treatment in accordance with the provisions of the Company Articles of Association and applicable laws and regulation, implement the resolutions established in the GMS and maintain the reputation of the Company.

4. Ethics of the Company to Customers

Relationship of the Company with customers is based on the intention to provide the best services, through the implementation the attitudes of honesty and mutual respect, cooperation and fairness as well as provide guidance and impose sanctions/provide rewards for the performance of distributors and expeditur. Several behaviors developed in interacting with customers, among others, are as follows:

Respect the rights of the customers in accordance with applicable regulations, prioritizing the Company's service quality to Customers, pay attention to and respond on feedbacks and complaints from customers, maintain confidentiality of information on customers and conduct promotions in accordance with ethics and prevailing Laws and Regulations as well as provide communication media/access for customers.

5. Ethics of Company to Suppliers of Goods and Services

Several behaviors developed in interacting with suppliers of goods and services are as follows:

Provide information on required goods and services along with the procurement process and procedures in transparent and objective manner in accordance with applicable provisions, conduct procurement of goods and services transparently by selecting partners who meet the requirements in accordance with applicable provisions, establish a work agreement with the partners to be written out in a document based on good intentions and mutual benefits, maintain the security and confidentiality as well as access militation from other unauthorized parties over the partners' confidential data and information.



6. Etika Perseroan kepada Pemerintah

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan pemerintah sebagai *regulator*, antara lain:

Mematuhi peraturan perundang-undangan dan peraturan perusahaan Indonesia yang terkait dengan bisnis Perseroan, mendukung program yang dicanangkan Pemerintah sesuai dengan kebijakan Perseroan, membangun kerja sama dengan pihak lain yang sejalan dengan ketentuan dan kepentingan negara.

7. Etika Perseroan kepada Masyarakat

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan masyarakat, antara lain:

Membangun dan membina hubungan yang harmonis dengan masyarakat sekitar, menjunjung tinggi dan menghormati nilai-nilai positif dan budaya yang dianut masyarakat sekitar, memelihara lingkungan hidup yang bersih sehat di sekitar Perseroan, mendukung aktivitas sosial masyarakat setempat yang mempunyai manfaat, baik secara langsung maupun tidak langsung bagi Perseroan, menjalankan program-program sosial yang melibatkan masyarakat sekitar dan menyediakan mekanisme dan media komunikasi dengan masyarakat.

8. Etika Perseroan kepada Pesaing

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan pesaing, antara lain:

Tidak melakukan praktik-praktik bisnis yang melanggar undang-undang persaingan usaha, tidak melakukan kerja sama dengan pesaing yang dapat merugikan pelanggan, tidak mendiskreditkan pesaing dalam kegiatan pemasaran, promosi dan periklanan serta memperoleh informasi mengenai pesaing dengan tidak melanggar peraturan perundang-undangan yang berlaku.

9. Etika Perseroan kepada Asosiasi Semen Indonesia

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan Asosiasi Semen Indonesia, antara lain:

Mematuhi kode etik yang dikeluarkan asosiasi, menjalin kerja sama antar anggota asosiasi yang saling menguntungkan dengan tetap mengutamakan kepentingan pelanggan.

6. Ethics of Company to Government

Several behaviors developed in interacting with the government as regulator are as follows:

Comply with prevailing laws and regulations and company regulations in Indonesia related to the Company's business, support programs set by the Government in accordance with company policies, develop cooperation with other parties that are in line with the provisions and interests of the country.

7. Ethics of the Company to the Public

Several behaviors developed in interacting with the communities, among others, are as follows:

Develop and foster harmonious relations with surrounding communities, uphold high and respect the positive values and culture of local communities, maintain clean and healthy environment around the Company, support local community social activities with positive benefits, directly and indirectly, to the Company, conduct social programs that involve the local communities and provide the mechanism and media of communication with the communities.

8. Ethics of the Company to Competitors

Several behaviors developed in interacting with competitors, among others are as follows:

Not to conduct business practices that violate regulations applicable in business competition, not to enter into cooperation with competitors that may discredit customers, not to discredit competitors in marketing activities, promotions and advertisement as well as not to violate prevailing laws and regulation in order to obtain information on competitors.

9. Ethics of the Company to the Indonesian Cement Association

Several behaviors developed in interacting with the Indonesian Cement Association, include the following:

Comply with the code of conduct issued by the association, establish cooperation with members association members on the basis of mutual advantageous by prioritizing on the interests of the customers.

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10. Etika Perseroan kepada Kreditur

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan kreditur, antara lain:

Menyediakan informasi yang aktual dan prospektif bagi calon kreditur, memilih kreditur yang memiliki kredibilitas dan bonafiditas yang dapat dipertanggungjawabkan serta bebas korupsi, kolusi dan nepotisme (KKN) dengan mengedepankan prinsip kehati-hatian, selektif, kompetitif dan adil, menerima pinjaman modal yang diikat melalui perjanjian yang sah, berimbang dan saling menguntungkan dan tetap mengutamakan prinsip kewajaran (*fairness*), memberikan informasi secara terbuka tentang penggunaan dana untuk meningkatkan kepercayaan kreditur, menjajaki peluang usaha dengan kreditur untuk meningkatkan pertumbuhan Perseroan.

11. Etika Perseroan kepada Investor

Beberapa perilaku yang dikembangkan dalam berinteraksi dengan *investor*, antara lain:

Menjalin hubungan dengan *Investor* yang didasarkan pada persamaan, kesetaraan dan saling percaya, menyediakan informasi yang aktual dan prospektif bagi calon *Investor*, mengusahakan jaminan keamanan investasi kepada *investor*, menciptakan suasana kondusif yang membuat *investor* memiliki kepercayaan tinggi terhadap Perseroan, mengupayakan pemenuhan tingkat pengambilan investasi secara optimal.

B. Etika Kerja

Etika kerja Perseroan mengatur etika, antara lain:

1. Perilaku Atasan

Seorang atasan adalah pimpinan dan/atau karyawan Perseroan yang diberi otoritas untuk memimpin karyawan lainnya dalam Perseroan. Di dalam etika kerja terdapat perilaku atasan yang dilarang dan perilaku yang dibenarkan.

2. Perilaku Bawahan

Seorang bawahan adalah orang yang bekerja di bawah pengawasan orang lain dan bertanggung jawab untuk melaksanakan perintah atasan sesuai dengan tujuan Perseroan, di dalam etika kerja terdapat perilaku bawahan yang dilarang dan perilaku yang dibenarkan.

10. Ethics of the Company to Creditors

Several behaviors developed in interacting with creditors, including the following:

Provide information that are actual and prospective for potential creditors, select creditors with credibility and are bonafide and accountable as well as clean of corruption, collusion and nepotism by prioritizing the principles of prudence, selective, competitive, and fair, accept legitimate capital loans based on legally binding agreements, balanced and mutually beneficial and remains true to the principles of fairness, provide information openly on the use of the funds to improve the trust of the creditors, seek business opportunities with creditors to increase Company's growth.

11. Ethics of the Company to Investors

Several behaviors developed in interacting with investors, are as follows:

Establish relationship with investors based on equality, fairness and mutual-trust, provide information that are actual and prospective for potential investors, attempt to provide investment security guarantee to investors, create a conducive condition that generate investors' high trust in the Company, attempt to fulfill optimum level of investment.

B. Work Ethics

Work ethics of the company regulate such conducts, among others, as follows:

1. Behavior of Supervisors

A supervisor is a leader and/or employee of the Company given the authority to lead other employees in the Company. In the work ethics, there are actions by the supervisors that are prohibited and some are allowed.

2. Behavior of Subordinates

A subordinate is someone who works under the supervision of another person and is responsible to carry out the instructions provided by the supervisor in accordance with Company objectives. There are behaviors that are prohibited and some are allowed.



3. Perilaku Sesama Karyawan Perseroan

Setiap karyawan Perseroan merupakan individu yang saling berkaitan dengan kontribusi dalam usaha pencapaian tujuan Perseroan sesuai dengan peran dan tanggung jawab yang ditetapkan di dalam etika kerja, di dalam etika kerja terdapat perilaku sesama karyawan yang dilarang dan perilaku yang dibenarkan.

3. Behaviors of Fellow Employees

Each Company employee is an individual who is interrelated with contributing efforts to achieve the company's goals in accordance with the roles and responsibilities set forth in the work ethics, there are behaviors that are prohibited and some are allowed.

C. Etika terhadap hal-hal khusus

Selain itu, etika perilaku dalam lingkungan PT Semen Baturaja (Persero) Tbk juga mengatur hal-hal khusus, meliputi: adanya benturan kepentingan, praktik korupsi, kolusi dan nepotisme (KKN), gratifikasi, jamuan bisnis, pencatatan, keterbukaan dan kerahasiaan informasi, aktivitas politik, minuman keras, narkotik, obat terlarang, perjudian, penggunaan aset perusahaan, perilaku rapat, serta tanggung jawab terhadap lingkungan.

C. Ethics towards specific matters

In addition, behavioral ethics within the environment of PT Semen Baturaja (Persero) Tbk also regulate on specific matters, consisting of: conflict of interest, practices of corruption, collusion and nepotism (KKN), gratuity, business entertainment, documentation, transparency and confidentiality of information, political activities, liquor, narcotics, drugs, gambling, use of company assets, meeting behaviors, as well as environmental responsibility.

Pernyataan Bahwa Kode Etik Berlaku bagi Anggota Direksi, Anggota Dewan Komisaris, dan Karyawan Perseroan

Seluruh pengurus dan insan Semen Baturaja diwajibkan menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku guna memastikan semua organ Perseroan memiliki komitmen untuk membangun etika dan kultur bisnis yang sehat serta membangun pemahaman, kepedulian dan komitmen di semua jajaran Perseroan.

Statement that the Code of Conduct Applies to Members of the Board of Directors, Members of the Board of Commissioners and Employees of the Company

All management and employees of the Company are required to sign a statement of compliance with the Code of Conduct to ensure that all organs of the Company are committed to building healthy business ethics and culture as well as building understanding, concern and commitment at all levels.

Penandatanganan Pernyataan Kepatuhan Pedoman Perilaku ini juga merupakan bentuk pernyataan bahwa kode etik Perseroan berlaku bagi Dewan Komisaris, Direksi dan karyawan. Pada tahun 2021, sebanyak 5 (lima) Dewan Komisaris, 5 (lima) Direksi dan sebanyak 912 karyawan dan mitra usaha telah menandatangani surat pernyataan kepatuhan terhadap Pedoman Perilaku.

The signing of the Code of Conduct Compliance Statement also represents that the Company's Code of Conduct applies to the Board of Commissioners, the Board of Directors and employees. In the year 2021, there were 5 (five) members of the Board of Commissioners, 5 (five) members of the Board Directors and 912 employees and business partners signed the statement of compliance with the Code of Conduct.

Sosialisasi Pedoman Etika Perusahaan

Agar dapat memberikan pemahaman secara menyeluruh, Pedoman Perilaku (*Code of Conduct*) disebarluaskan secara berkala kepada seluruh pemangku kepentingan di semua tingkatan agar dapat dipahami secara tepat, baik dan benar.

Socialization of the Company Code of Conduct

In order to provide a comprehensive understanding, the Code of Conduct is disseminated periodically to all stakeholders at all levels so that everyone can accurately, properly and correctly understand.

Bentuk-bentuk penyebaran yang dilaksanakan Perseroan di tahun 2021 adalah mempublikasikan Pedoman Perilaku (*Code of Conduct*) melalui email *blasting* kepada seluruh karyawan dan mitra usaha, website Perseroan di www.semenbaturaja.co.id yang bisa diakses oleh pihak internal maupun eksternal

The Company conducts various forms of dissemination of the Code of Conduct during the year 2021, such as by email blast to all employees and business partners, posting on the Company website www.semenbaturaja.co.id that can be accessed by both internal and external parties as well as on the Company internal portal

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dan portal internal Perseroan <http://10.10.2.105/intranetptsb/> yang bisa diakses oleh seluruh karyawan dan karyawan Perseroan.

Penegakan Etika Bisnis dan Etika Kerja Perseroan

Kode etik berlaku bagi Direksi, Dewan Komisaris dan karyawan Perseroan. Penegakan terhadap pelanggaran kode etik dilakukan secara serius yang dapat mengakibatkan tindakan indisipliner sesuai dengan peraturan Perseroan. Pelaksanaan pengawasan terhadap jalannya kode etik ini menjadi tanggung jawab setiap atasan.

Sanksi Pelanggaran Pedoman Perilaku

Seluruh karyawan dan karyawan PT Semen Baturaja (Persero) Tbk yang terbukti melakukan pelanggaran akan menerima sanksi atau bentuk disiplin lainnya sesuai dengan peraturan yang telah ditetapkan dalam Perjanjian Kerja Bersama (PKB). Bentuk sanksi tersebut berupa:

1. Teguran Lisan
2. Surat Peringatan I
3. Surat Peringatan II
4. Surat Peringatan III
5. Pemutusan Hubungan Kerja (PHK)

Sedangkan penerapan sanksi terhadap anggota Direksi atau Dewan Komisaris yang melakukan pelanggaran terhadap Pedoman Perilaku menjadi kewenangan RUPS sesuai dengan peraturan yang berlaku. Adapun pelanggaran Pedoman Perilaku yang dilakukan oleh mitra kerja PT Semen Baturaja (Persero) Tbk sanksi diberikan sesuai dengan kontrak, peraturan perundang-undangan dan keputusan Perseroan.

Jumlah Laporan Pelanggaran Kode Etik

Perseroan menyediakan sarana Laporan Pelanggaran kode etik yang melibatkan pengurus dan karyawan Perseroan sebagai berikut :

Website : wbs.semenbaturaja.co.id

email : baturajabersih@semenbaturaja.co.id

Surat dengan menuliskan kode WBS pada bagian luar amplop surat yang ditujukan kepada:

Corporate Secretary
PT Semen Baturaja (Persero) Tbk
Cq. Secretarial & Stakeholder Management
Jl. Abikusno Cokrosuyoso, Kertapati,
Palembang 30258

<http://10.10.2.105/intranetptsb/> that can be accessed by all employees of the Company.

Enforcement of the Company Business Ethics and Work Access

The Code of Conduct applies to the Board of Directors, the Board of Commissioners and employees of the Company. Enforcement on violations of the Code of Conduct may result in disciplinary action in accordance with Company regulations. Monitoring on how this code of ethics is being implemented is the responsibility of each supervisor.

Sanction on Violation of the code of Conduct

All employees of PT Semen Baturaja (Persero) Tbk proved to have violated will be imposed by sanction or other forms of disciplinary act in accordance with the regulations as set forth in the Collective Labor Agreement (PKB). The types of sanctions are as follows:

1. Verbal Warning
2. Warning Slip I
3. Warning Slip II
4. Warning Slip III
5. Employment Termination

While imposing sanctions on members of the Board of Directors or the Board of Commissioners who violated the Code of Conduct, then the GMS has the authority in accordance with applicable regulations. Violations of the Code of Conduct by business partners of PT Semen Baturaja (Persero) Tbk sanctions are imposed in accordance with the contract, laws and regulations and Company decisions.

Total Violations to the Code of Conduct

The Company provides the following channels to report violations of the Code of Conduct involving the Company management and employees:

Website : wbs.semenbaturaja.co.id

E-mail : baturajabersih@semenbaturaja.co.id

Letter: by noting the code "WBS" on the outside of the envelope addressed to:

Corporate Secretary
PT Semen Baturaja (Persero) Tbk
Cq. Secretarial & Stakeholder Management
Jl. Abikusno Cokrosuyoso Kertapati
Palembang 30258



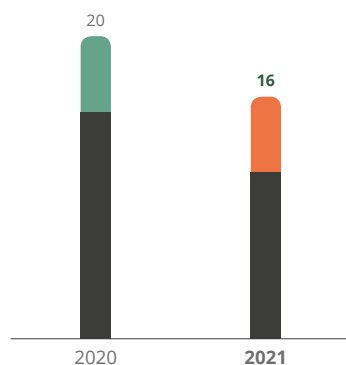
Penanganan atas pelanggaran Kode Etik di Perseroan dilakukan oleh Division Human Resource & General Affair. Selama tahun 2021, terdapat 16 (enam belas) pelanggaran kode etik yang terjadi di Perseroan yang rinciannya di jelaskan pada tabel di bawah ini:

Violations of the Code of Conduct are managed by the Human Resource & General Affairs Division. During the year 2021, 16 (sixteen) violations of the Code of Conduct in the Company were reported with details described in the table below:

Jenis Sanksi Type of Sanction	Jumlah Total	Bentuk Pelanggaran Type of Breach
Teguran Lisan I Verbal Warning I	11	Pelanggaran etika kerja dan pelanggaran ketentuan keselamatan kerja Violation of code of conduct and violation of work safety regulations
Teguran Lisan II Verbal Warning II	2	Pelanggaran etika kerja Violation of code of conduct
Surat Peringatan I Warning Slip I	1	Pelanggaran etika kerja Violation of code of conduct
Surat Peringatan II Warning Slip II	1	Pelanggaran etika kerja Violation of code of conduct
Surat Peringatan III Warning Slip III	1	Pelanggaran etika kerja Violation of code of conduct
Jumlah Total	16	

Tren Pelanggaran

Trend of Breach

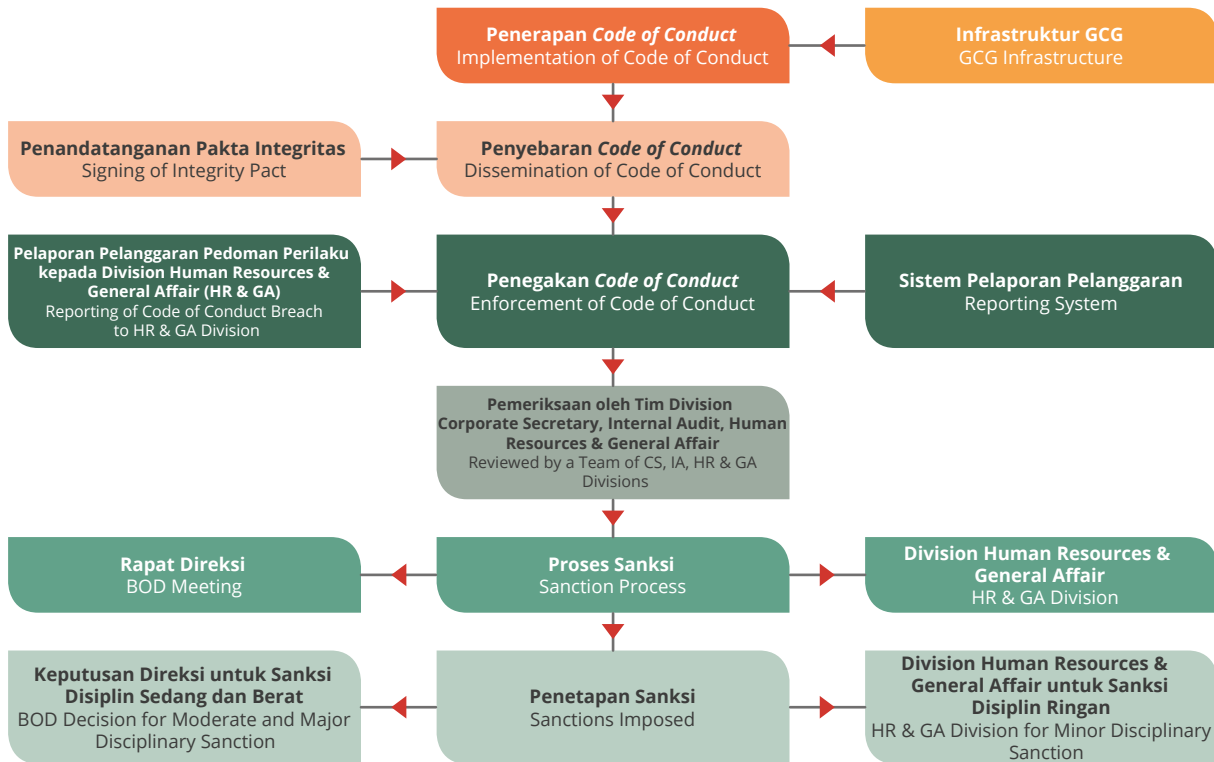


Kode Etik Perseroan

Company Code of Ethics

Bagan Penyebaran dan Penegakan Etika Perilaku Perusahaan

Scheme of Distribution and Enforcement of Code of Conduct





Kebijakan Anti Korupsi dan Gratifikasi

Anti Corruption and Gratuity Policy

Gratifikasi

Melalui penerapan prinsip-prinsip GCG, Perseroan berupaya menciptakan iklim usaha yang sehat, menghindari tindakan, perilaku ataupun perbuatan-perbuatan yang dapat menimbulkan konflik kepentingan, Korupsi, Kolusi dan Nepotisme (KKN) serta selalu mengutamakan kepentingan Perseroan di atas kepentingan pribadi, keluarga, kelompok ataupun golongan. Kebijakan anti korupsi Perseroan didasari penerapan beberapa peraturan di antaranya:

1. Undang-Undang Nomor 11 Tahun 1980 tentang Tindak Pidana Suap
2. Undang-Undang Nomor 28 Tahun 1999 tentang penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme
3. Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas UU Nomor 31 tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi
4. Peraturan Komisi Pemberantasan Korupsi Republik Indonesia Nomor 2 Tahun 2019 tentang Pelaporan Gratifikasi

Perseroan berkomitmen untuk tidak menerima dan meminta gratifikasi. Oleh karena itu, Perseroan telah menerbitkan Pedoman Pengendalian Gratifikasi yang telah disahkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.02/069/2018 tanggal 1 Oktober 2018 tentang Pedoman Pengendalian Gratifikasi yang telah dimutakhirkan melalui Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/144/2020 tanggal 28 Desember 2020 sebagai komitmen dalam mendukung penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Di dalam Pedoman Pengendalian Gratifikasi tersebut menyatakan dengan jelas dan rinci dalam arahan yang jelas perihal klasifikasi gratifikasi, pemanfaatan dan pengelolaan gratifikasi, pelaporan dan sanksi.

Prinsip Dasar Pengendalian Gratifikasi

Dalam pengendalian gratifikasi, Perseroan berprinsip pada:

1. Semua pengurus dan karyawan Perseroan dan/atau keluarga dilarang menawarkan atau memberikan suap, gratifikasi dalam bentuk apapun.
2. Semua pengurus dan karyawan Perseroan dan/atau keluarga dilarang meminta atau menerima secara langsung ataupun tidak langsung gratifikasi dari *stakeholders*, mitra usaha dan/atau

Gratuity

Through the implementation of GCG principles, the Company strives to create a healthy business climate, avoids actions, behaviors or undertakings that can lead to conflicts of interest, Corruption, Collusion and Nepotism (KKN) and always prioritizes the interests of the Company above personal, family, and group interests. The Company's anti-corruption policy is based on the implementation of several regulations including:

1. Law No.11/1980 regarding Bribery
2. Law No.28/1999 on State administration that is clean and free from corruption, collusion and nepotism
3. Law No.20/2001 on the Amendments to Law No. 31/1999 concerning Eradication of Corruption
4. Regulation of the Corruption Eradication Commission of the Republic of Indonesia No.2/2019 concerning Reporting of Gratuities

The Company is committed to not accept and demand for gratuities. Accordingly, the Company issued Gratuity Control Guidelines, ratified through the Decision Letter of the Board of Directors of PT Semen Baturaja (Persero) Tbk No.PH.01.02/069/2018 dated 1 October 2018 concerning Gratuity Control Guidelines as last updated through the Decision Letter of the Board of Directors of PT Semen Baturaja (Persero) Tbk No.PH.01.04/144/2020 dated 28 Desember 2020 as a commitment to support the implementation of Good Corporate Governance.

In Guidelines of Gratuity Control state clearly in detail and in clear directions regarding the classification of gratuities, utilization and management of gratuities, reporting and sanctions.

The Basic Principles of Gratuity Control

The basic principles of Gratuity Control in the Company are as follows:

1. All Company personnel and/or families are prohibited from offering or giving bribes, gratuities of any kind.
2. All Company personnel and/or families are prohibited from requesting or receiving direct or indirect gratuities from stakeholders, business partners and/or third parties due to their position

Kebijakan Anti Korupsi dan Gratifikasi

Anti Corruption and Gratuity Policy

pihak ketiga karena jabatannya dan berlawanan dengan kewajiban atau tugasnya yang diterima di dalam negeri maupun luar negeri dan yang dilakukan dengan sarana elektronik atau tanpa sarana elektronik.

3. Semua pengurus dan karyawan Perseroan dan/atau keluarga bertanggung jawab mencegah dan mengupayakan sistem pencegahan korupsi di lingkungan instansi.
4. Pengurus dan karyawan Perseroan dan/atau keluarga wajib melakukan penolakan secara sopan dan santun terhadap gratifikasi yang tidak sesuai dengan ketentuan yang diatur dalam pedoman ini, serta memberikan penjelasan terkait pedoman ini kepada pihak pemberi.
5. Pengurus dan karyawan Perseroan dilarang untuk memberikan gratifikasi dengan tujuan suap/dianggap suap.
6. Pengurus dan karyawan Perseroan harus melaporkan kepada Unit Pengendalian Gratifikasi (UPG) atas penerimaan, permintaan dan/atau penolakan gratifikasi yang telah dilakukan.

Klasifikasi Gratifikasi

Dalam Pedoman Pengendalian Gratifikasi Semen Baturaja, gratifikasi diartikan sebagai pemberian dalam arti luas yang meliputi antara lain pemberian uang, barang, rabat (diskon), komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma dan fasilitas lainnya. Gratifikasi tersebut baik diterima di dalam negeri maupun di luar negeri yang dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik. Gratifikasi terbagi ke dalam tiga klasifikasi yang pada akhirnya akan menentukan penanganan/pengelolaan dari gratifikasi tersebut, yakni:

1. Gratifikasi yang Wajib Dilaporkan

Gratifikasi yang berhubungan dengan jabatan dan berlawanan dengan kewajiban atau tugasnya, serta merupakan penerimaan dalam bentuk apapun yang diperoleh pengurus dan karyawan dari pihak-pihak yang diduga memiliki keterkaitan dengan jabatan penerima atau tidak sah secara hukum.

2. Gratifikasi yang Tidak Wajib Dilaporkan

Gratifikasi yang berlaku umum, tidak bertentangan dengan perundang-undangan yang berlaku, dipandang sebagai wujud ekspresi keramahan atau penghormatan dalam hubungan sosial dalam batasan nilai yang wajar serta pemberian yang berada dalam ranah adat istiadat, kebiasaan dan norma yang ada dalam masyarakat dalam nilai batas yang wajar.

as Semen Baturaja personnel which is contrary to their duties and responsibilities as Semen Baturaja Personnel whether received onshore or off-shore and conducted by electronic means or without electronic means.

3. All Company personnel and/or families are responsible for preventing and working on corruption prevention systems in the environment.
4. Company personnel and/or families are obliged to refuse gratuities in a polite and respectful manner concerning those that are not in accordance with stipulated guidelines, and to provide explanation related to these guidelines to the provider.
5. Company personnel and employees are prohibited from giving gratuities for the purpose of bribery/alleged bribes.
6. Company personnel must report to the Gratuity Control Unit for any acceptance, request and/or refusal of gratuities conducted.

Classification of Gratuity

In the Company's Gratuity Management Guidelines, gratuity is defined as a gift in a broad sense that includes, among others, the provision of money, goods, rebates (discounts), commissions, interest-free loans, travel tickets, lodging facilities, tourist trips, free medical treatment and other facilities. The Gratuity is both received onshore and offshore by using electronic means or without electronic means. Gratuity is divided into three categories that will ultimately determine the handling/ management of such gratuity as described below:

1. Gratuities that Must be Reported

Gratuity that is related to the position and contrary to obligations or duties, and represents an acceptance in any form obtained by the Company personnel from parties suspected of having association with the recipient's position or not legally valid.

2. Gratuities that are Not Required to be Reported

Gratuity that is generally applicable, not contrary to prevailing regulations, perceived as hospitality or respect in social relations within the limits of fair values and gifts which are considered as local customs, habits and norms found in society within a reasonable limit of amount.



3. Gratifikasi yang Terkait Kedinasan

Gratifikasi yang diterima oleh pengurus dan karyawan dan ditujukan atau diperuntukkan kepada PT Semen Baturaja (Persero) Tbk, bukan kepada personal.

Pemanfaatan dan Pengelolaan Gratifikasi

Terkait dengan gratifikasi yang diterima, Perseroan memiliki kebijakan mengenai pemanfaatan dan pengelolaannya. Pertama, pemanfaatan penerimaan gratifikasi dilakukan dengan dua cara yakni digunakan oleh penerima untuk menunjang kinerja serta dimanfaatkan oleh Perseroan untuk kegiatan operasional dan sebagai barang *display* atau perpustakaan.

Sementara itu, pengelolaan Gratifikasi dilakukan oleh Unit Pengendalian Gratifikasi (UPG) yang dibentuk sejak tahun 2018. Dalam pelaksanaan tugas dan tanggung jawabnya, Unit Pengendalian Gratifikasi (UPG) dibantu oleh admin unit yang ditunjuk atau melekat sesuai *job desk* yang ditetapkan oleh Direksi PT Semen Baturaja (Persero) Tbk mengenai tugas dan wewenang Unit Pengendalian Gratifikasi (UPG).

Struktur Unit Pengendalian Gratifikasi

Unit Pengendalian Gratifikasi Semen Baturaja diketuai oleh Vice President Corporate Secretary dengan Wakil Ketua Senior Manager Secretarial & Stakeholder Management. Adapun bertindak sebagai pengarah dan penanggung jawab adalah Direktur Utama. Struktur Unit Pengendalian Gratifikasi ini juga dilengkapi dengan sekretaris dan anggota. Berikut adalah bagan strukturnya.

3. Business-related Gratuity

Gratuity received by management and employees and addressed or intended for PT Semen Baturaja (Persero) Tbk, not to a person.

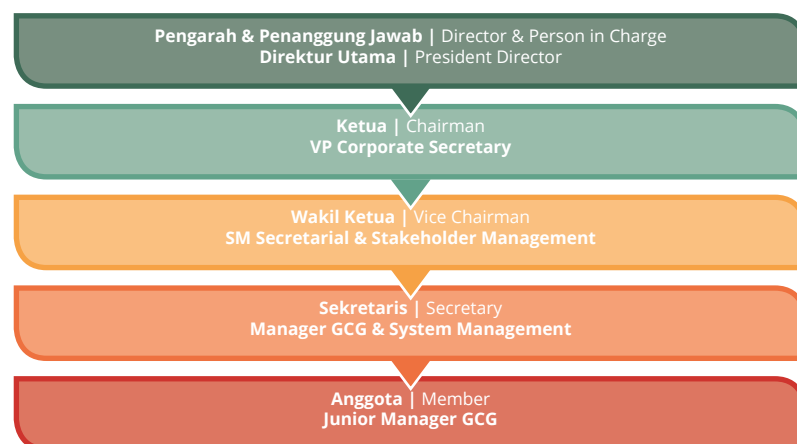
Utilization and Management of Gratuity

With regard to gratuities received, the Company maintains a policy concerning its utilization and management. First, the benefit of receiving gratuity are recorded in two methods, which include those kept by recipients to support performance and those utilized by the Company for operational activities and display items or libraries.

Meanwhile, management of gratuity is performed by Gratuity Control Unit which was established in 2018. In carrying out its roles and responsibilities, is assisted by an administration unit appointed or inherent according to the job desk determined by the Board of Directors of PT Semen Baturaja (Persero) Tbk concerning the duties and powers of the Gratuity Control Unit.

Structure of Gratuity Control Unit

The Company Gratuity Control Unit is led by Vice President Corporate Secretary with the Deputy of Senior Manager Secretarial & Stakeholder Management. The director and person in charge is the President Director. The structure of the Gratuity Control Unit is also equipped with a secretary and members. The following is the structure chart.



Kebijakan Anti Korupsi dan Gratifikasi

Anti Corruption and Gratuity Policy

Tugas dan Wewenang Unit Pengendalian Gratifikasi

Perseroan telah mengatur tugas dan wewenang dari Unit Pengendalian Gratifikasi sehingga pelaksanaan pengendalian gratifikasi dalam berjalan efektif, yang mencakup:

1. Melakukan sosialisasi/disseminasi/internalisasi atas ketentuan gratifikasi dan penerapan pengendalian gratifikasi.
2. Melakukan kampanye anti gratifikasi.
3. Menerima, menganalisis dan mengadministrasikan laporan penerimaan gratifikasi.
4. Menerima dan mengadministrasikan laporan penerimaan gratifikasi.
5. Memberikan rekomendasi penanganan laporan gratifikasi, rekomendasi penetapan kepemilikan objek gratifikasi dan rekomendasi pemanfaatan objek gratifikasi yang dilaporkan.
6. Melakukan koordinasi, konsultasi dan meneruskan laporan penerimaan gratifikasi dengan Komisi Pemberantasan Korupsi (KPK).
7. Melakukan *monitoring* dan evaluasi terhadap pelaksanaan pengendalian Gratifikasi di lingkungan Perseroan.
8. Melaporkan hasil pengendalian gratifikasi kepada Direksi.
9. Melakukan koordinasi dengan unit atau bagian terkait implementasi dan efektivitas pengendalian gratifikasi.
10. Mengusulkan kebijakan pengelolaan, pembentukan lingkungan anti gratifikasi dan pencegahannya.
11. Melakukan konfirmasi kepada penerima dan/atau pihak ketiga lainnya terkait laporan gratifikasi, jika diperlukan.
12. Merumuskan petunjuk lebih lanjut yang diperlukan untuk pelaksanaan pengendalian gratifikasi di Perseroan.
13. Mengadministrasikan laporan kegiatan Unit Pengendali Gratifikasi.
14. Menyimpan penerimaan gratifikasi dalam bentuk barang yang tidak mudah busuk/rusak/cepat kadaluwarsa sebelum diputuskan penetapan status barang tersebut oleh Komisi Pemberantasan Korupsi (KPK).
15. Melaporkan rekapitulasi laporan penerimaan, penolakan gratifikasi kepada Direksi setiap semester paling lambat 10 hari kerja setelah berakhirnya periode semester.
16. Melaporkan rekapitulasi laporan penerimaan dan penolakan gratifikasi secara periodik ke Komisi Pemberantasan Korupsi (KPK).
17. Melakukan pemantauan dan evaluasi dalam rangka pengendalian gratifikasi.

Duties and Responsibilities of Gratuity Control Unit

The Company regulates the duties and authority of the Gratuity Control Unit so that implementation of gratuity control is carried out effectively, which include the following:

1. Conduct socialization/dissemination/internalization of gratuity provisions and implementation of gratuity control.
2. Conduct anti-gratuity campaign.
3. Receive, analyze and administer reports on gratuity acceptance.
4. Receive and administer reports on gratuity acceptance.
5. Provide recommendations on the handling of gratuity reports, make recommendations for determining ownership of the object of gratuity and recommend for the use of the object of gratuity being reported.
6. Coordinate, consult and forward reports of accepting gratuities with the Corruption Eradication Commission (KPK).
7. Monitor and evaluate the implementation of gratuity control in the Company's environment.
8. Report the results of gratuity control to the Board of Directors.
9. Coordinate with units or departments related to the implementation and effectiveness of gratuity control.
10. Propose management policies, the establishment of anti-gratuity environment and its prevention.
11. Confirm to the recipient and/or other third parties regarding the gratuity report, if needed.
12. Prepare further instructions required for the implementation of gratuity control in the Company.
13. Administer the Gratuity Control Unit activity reports.
14. Record the received gratuities in the form of goods that are not easily perishable/damaged/expired immediately before the Corruption Eradication Commission (KPK) decides the status of the goods.
15. Report the summary reports on acceptance, rejection of gratuities to the Board of Directors every semester no later than 10 working days after the end of the semester.
16. Report the summary reports of acceptance and rejection of gratuities periodically to the Corruption Eradication Commission (KPK).
17. Monitor and evaluate in the context of controlling gratuity.



Pelaporan dan Sanksi

Pengurus dan karyawan Perseroan atau pihak-pihak lainnya (pelanggan, mitra kerja dan masyarakat) yang tidak memiliki keterlibatan secara langsung, namun mengetahui adanya pelanggaran gratifikasi yang melibatkan pengurus dan karyawan dan ingin melaporkan penerimaan gratifikasi dapat melaporkan melalui media pelaporan yang disediakan oleh Perseroan sebagai berikut:

Website : wbs.semenbaturaja.co.id
email : baturajabersih@semenbaturaja.co.id

Surat dengan menuliskan kode WBS pada bagian luar amplop surat yang ditujukan kepada:

Corporate Secretary
PT Semen Baturaja (Persero) Tbk
Cq. Secretarial & Stakeholder Management
Jl. Abikusno Cokrosuyoso, Kertapati,
Palembang 30258

Pelanggaran terhadap ketentuan dalam Pedoman Pengendalian Gratifikasi ini akan dikenakan sanksi sesuai dengan ketentuan dan peraturan yang berlaku di Perseroan.

Pelatihan

Sebagai bentuk komitmen Perseroan terhadap Budaya Anti Korupsi dan Pengendalian Gratifikasi, di tahun 2021 Perseroan melaksanakan pelatihan terkait sosialisasi Anti Korupsi dan Pengendalian Gratifikasi di Perseroan. Ke depannya, Perseroan akan terus mengagendakan pelatihan dan sosialisasi terkait anti korupsi dan gratifikasi secara berkala. Adapun pelatihan yang dilakukan oleh Perseroan pada tahun 2021 yaitu:

Waktu Time	Kegiatan Pelatihan Training Activities	
April 2021 April 2021	UPG Development Program dengan narasumber Komisi Pemberantasan Korupsi (KPK).	UPG Development Program with speaker from the Corruption Eradication Commission (KPK)
Juli 2021 July 2021	Lessons learnt from ISO 37001 early implementation & how to enhance your anti bribery controls dengan narasumber EY Forensic & Integrity Services.	Lessons learnt from ISO 37001 Early Implementation & How To Enhance Your Anti-Bribery Control with speaker from EY Forensic & Integrity Services.
Agustus 2021 August 2021	E-Learning Bimbingan Teknis Pengendalian Gratifikasi dengan narasumber Komisi Pemberantasan Korupsi (KPK).	E-Learning on Technical Guidance on Gratuity Control with speaker from the Corruption Eradication Commission (KPK)
November 2021 November 2021	Memahami dan Mencegah <i>Fraud</i> , Suap dan Gratifikasi dengan narasumber Otoritas Jasa Keuangan (OJK).	Understand and Prevent Fraud, Bribery and Gratuity with speaker from the Financial Services Authority (OJK)

Sosialisasi Gratifikasi

Perseroan memiliki divisi khusus yang berfokus pada pengendalian gratifikasi di lingkungan Perseroan melalui dibentuknya Unit Pengendalian Gratifikasi

Reporting and Sanctions

The management and employees of the Company or other parties (customers, business partners and the community) who have no direct involvement, but are aware of any gratuity violations involving the management and employees of the Company and wish to report such receipt of gratuities could report through the following channels provided by the Company:

Website : www.semenbaturaja.co.id
E-mail : baturajabersih@semenbaturaja.co.id

Letter: by noting the code "WBS" on the outside of the envelope addressed to:

Corporate Secretary
PT Semen Baturaja (Persero) Tbk
Cq. Secretarial & Stakeholder Management
Jl. Abikusno Cokrosuyoso, Kertapati
Palembang 30258

Violation of the provisions set forth in the Gratuity Control Guidelines will be subject to sanctions in accordance with prevailing policies at the Company.

Training

As part of the Company's commitment to Anti-Corruption Culture, and Gratuity Control, the Company in the year 2021 conducted training programs related to socialization on Anti-Corruption and Gratuity Control in the Company. Going forward, the Company will continue to periodically schedule training anti-corruption and gratuity. The training programs conducted by the Company in 2021 are as follows:

Socialization on Gratuity

The Company maintains a special division that focuses on gratuity control within the Company, namely the Gratuity Control Unit which is ratified

Kebijakan Anti Korupsi dan Gratifikasi

Anti Corruption and Gratuity Policy

yang disahkan melalui Surat Keputusan Direksi Nomor : PH.01.02/072/2021, di bawah pengawasan Corporate Secretary, yang memiliki tugas pengelolaan, pemantauan, pelaporan gratifikasi dan menjalankan fungsi pengendalian gratifikasi di lingkungan PT Semen Baturaja (Persero) Tbk.

Selama Tahun 2021, Unit Pengendalian Gratifikasi telah melaksanakan sosialisasi di antaranya :

1. Perseroan melaksanakan Sosialisasi Pedoman Pengendalian Gratifikasi ke seluruh pengurus dan karyawan Perseroan serta Mitra Usaha melalui e-mail.
2. Publikasi Pedoman Pengendalian Gratifikasi melalui media Website Perseroan di www.semenbaturaja.co.id yang bisa di akses oleh pihak internal maupun eksternal dan media Intranet Perseroan <http://10.10.2.105/intranetptsb/> yang bisa diakses oleh seluruh karyawan dan karyawan Perseroan.
3. Pada tanggal 26 April 2021, Perseroan melaksanakan penerapan prinsip-prinsip GCG dengan penerbitan iklan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Idul Fitri yang dipublikasikan di 3 (tiga) media massa (Sumatera Ekspres, Lampung Post dan OKU Ekspres) serta intranet, media sosial Perseroan dan *website*.
4. Pada tanggal 19 Juli 2021, juga telah dilaksanakan penerapan prinsip-prinsip GCG dengan kembali menerbitkan larangan menerima atau meminta gratifikasi dalam rangka Hari Raya Idul Adha melalui intranet, *website* dan media sosial Perseroan.
5. Pada tanggal 22 Desember 2021, juga telah dilaksanakan penerapan prinsip-prinsip GCG dengan kembali menerbitkan larangan menerima atau meminta gratifikasi dalam rangka Hari Natal melalui intranet, aplikasi *easy access*, *website* dan media sosial Perseroan.
6. Melakukan sosialisasi video Pesan Sosialisasi Anti (PSA) Gratifikasi melalui Email *blasting*, Media Sosial Perseroan, Aplikasi *Knowledge Management* dan tayangan televisi internal yang ada di unit kerja pada bulan Maret, April dan Oktober 2021.
7. Melakukan sosialisasi mengenai Aplikasi WBS dan Kebijakan Tata Kelola Perusahaan yang memuat kebijakan anti penyuapan melalui aplikasi Easy Access dan email *blasting* kepada karyawan dan mitra usaha pada November 2021.
8. Melakukan sosialisasi prinsip 4 *No's*, Penolakan Gratifikasi dan Media Pelaporan melalui domain *wallpaper* PC/Laptop setiap karyawan pada Desember 2021.

through the Decision Letter of the Board of Directors No.PH.01.02/072/2021 under the supervision of the Corporate Secretary, responsible for managing, monitoring, reporting gratuities and carrying out the gratuity control functions within PT Semen Baturaja (Persero) Tbk.

During the year 2021, the Gratuity Control Unit conducted socialization programs as follows:

1. The Company disseminated the Gratuity Control Guidelines to all management and employees of the Company and Business Partners via e-mail.
2. The Company published Gratuity Control Guidelines through the Company's website at www.semenbaturaja.co.id which can be accessed by internal and external parties and the Company's intranet media at <http://10.10.2.105/intranetptsb/> which can be accessed by all employees.
3. On 26 April 2021, the Company implemented GCG principles by publishing advertisements which prohibit the acceptance or request of gratuities related to Idul Fitri which were published in 3 (three) mass media (Sumatra Ekspres, Lampung Post and OKU Ekspres) and intranet, the Company's social media and website.
4. On 19 July 2021, GCG principles were also implemented by re-issuing a prohibition on accepting or requesting gratuities on the occasion of Idul Adha through the Company's intranet, website and social media.
5. On 22 December 2021, GCG principles were also applied with the reissuance of the prohibition of accepting or requesting for gratuities on the occasion of Christmas through the intranet, easy access application, website and social media of the Company.
6. Socialization of Anti-Gratuity Message (PSA) via email blast, Company Social Media, Knowledge Management Application and internal television broadcast available in work units in March, April and October 2021.
7. Socialization on WBS Application and Corporate Governance Policy which contain anti-bribery policy through Easy Access application and email blast to employees and business partners in November 2021.
8. Socialization on the "4 Nos" principle, Refusal of Gratuities and Reporting Media through domain wallpaper of each employee's PC/Laptop in December 2021.



Selain itu, dalam mengimplementasikan pengendalian gratifikasi, Perseroan membuat alat peraga pengendalian gratifikasi berupa: *roll-up banner* gratifikasi, stiker anti penyuapan yang ditempatkan di lingkungan Perseroan, domain *wallpaper* anti suap dan penolakan gratifikasi pada PC/laptop.

Laporan Penerimaan Gratifikasi di Tahun 2021

Sepanjang Tahun 2021, Perseroan telah menerima adanya laporan Gratifikasi sebanyak 8 (delapan) laporan penerimaan gratifikasi. Terdapat penurunan jumlah laporan gratifikasi dibanding tahun 2020 yaitu sebanyak 11 (sebelas) laporan. Hal ini didukung oleh efektivitas sosialisasi pada tahun 2021, bukan hanya melalui portal internal, *website* dan email, namun juga memanfaatkan majalah internal dan media sosial sebagai media sosialisasi sehingga komitmen terhadap gratifikasi baik dari Perseroan maupun Mitra Usaha meningkat.

Semua laporan tersebut telah ditindaklanjuti oleh Unit Pengendalian Gratifikasi, dengan cara disalurkan sebagai bentuk sumbangan kepada petugas *cleaning service*, warga ring 1 Perseroan sesuai dengan perlakuan yang ditetapkan di dalam Pedoman yang berlaku di Perseroan. Selain itu, 3 (tiga) dari 8 (delapan) laporan tersebut, telah diteruskan ke Komisi Pemberantasan Korupsi (KPK) dan telah ditetapkan menjadi milik negara, seluruh barang milik negara telah diserahkan oleh Unit Pengendali Gratifikasi kepada KPK pada tanggal 23 September 2021.

Mekanisme Pelaporan Penerimaan Gratifikasi

Penerimaan, penolakan dan permintaan gratifikasi wajib dilaporkan oleh pengurus dan karyawan kepada Unit Pengendalian Gratifikasi (UPG). Pelaporan dapat dilakukan dengan melaporkannya secara langsung ke Unit Pengendalian Gratifikasi (UPG), melalui email baturajabersih@semenbaturaja.co.id, telepon, media lain atau aplikasi sesuai mekanisme yang berlaku.

Adapun tata cara pelaporannya sebagai berikut:

1. Pelapor mengisi Formulir Pelaporan Gratifikasi yang disediakan oleh UPG atau dapat mengunduh dari intranet pada menu GCG disertai dokumen pendukung yang berkaitan dengan gratifikasi paling lama 10 hari kerja setelah tanggal penerimaan.
2. Dalam hal pelaporan penerimaan gratifikasi telah lewat dari 10 hari kerja maka UPG tidak dapat menerima laporan tersebut dan menyarankan kepada pelapor untuk melaporkan secara langsung kepada Komisi Pemberantasan Korupsi (KPK) baik tertulis maupun melalui aplikasi Gol-KPK paling lambat 30 hari kerja. UPG tetap melakukan rekapitulasi terhadap keterlambatan laporan

In addition, in implementing gratuity control, the Company created tools with messages on gratuity control in the form of: gratuity roll-up banner, anti-bribery stickers place all around the Company's premises, anti-bribery and domain wallpaper with "say no to gratuity" for PC/laptop.

Report on Received Gratuities in 2021

Throughout the year 2021, the Company received 8 (eight) reports on received gratuities, a decrease from 11 (eleven) reports in 2020. This was supported by the effectiveness of socialization carried out in 2021, through the internal portal, website and email, as well as through the internal magazine and social media as socialization media so that commitment to gratuity, both in the Company and Business Partners increased.

All reports were followed-up by the Gratuity Control Unit, by forwarding the received gratuities as donations to such parties as cleaning service employees, residents in the ring-1 circle of the Company in line with the treatments set forth under the Guidelines prevailing in the Company. In addition, there were 3 (three) of the 8 (eight) reports forwarded to the Corruption Eradication Commission (KPK) which have been declared as State properties and delivered by the Gratuity Control Unit to KPK on 23 September 2021.

Mechanism of Gratuity Acceptance Reporting

Acceptance of, refusal of and request for gratuities are obliged to be reported by management and employee to the Gratuity Control Unit (UPG). Reporting may be carried out directly to UPG, through email baturajabersih@semenbaturaja.co.id, by telephone, other media or the application used in the applicable mechanism.

The procedures of reporting are as follows:

1. Whistleblowers fill out the Gratuity Reporting Form provided by the UPG or download from the intranet on the GCG menu accompanied by supporting documents relating to gratuities no later than 10 working days after the date of receipt.
2. In the event that the report on the receipt of gratuities passed 10 working days, UPG cannot receive the report and recommends the Whistleblower to report directly to the Corruption Eradication Commission (KPK) either in writing or through the Gol-KPK application no later than 30 working days. UPG continues to recapitulate the delay in receiving reports of gratuities that have

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penerimaan gratifikasi yang disampaikan. Dalam hal pelaporan penerimaan gratifikasi telah lewat 30 hari kerja sejak gratifikasi tersebut diterima maka laporan gratifikasi tersebut tidak dapat ditindaklanjuti oleh Komisi Pemberantasan Korupsi (KPK).

3. Penerimaan Gratifikasi dalam bentuk sebagai berikut:
 - a. Penerimaan dalam bentuk barang yang mudah busuk/rusak/cepat kedaluwarsa dengan nilai lebih dari Rp200.000 (dua ratus ribu rupiah), dilaporkan paling lama 10 hari kerja setelah tanggal penerimaan.
 - b. Penerimaan dalam bentuk barang yang tidak mudah busuk/rusak/cepat kedaluwarsa dilaporkan paling lama 10 hari kerja setelah tanggal penerimaan.
4. UPG wajib segera memberikan respons atas pelaporan penerimaan gratifikasi dari pelapor paling lambat dalam jangka waktu 7 (tujuh) hari kerja setelah laporan diterima.
5. Penetapan status dan perlakuan berdasarkan jenis penerimaan gratifikasi yang diterima adalah sebagai berikut:
 - a. Barang yang mudah busuk/rusak/cepat kedaluwarsa.
 - Terhadap barang yang mudah busuk/rusak/cepat kedaluwarsa, setelah menerima laporan penerimaan gratifikasi oleh pelapor, maka Unit Pengendalian Gratifikasi (UPG) menetapkan keputusan penyaluran penerimaan gratifikasi kepada pihak-pihak sesuai ketentuan pada Bab II Butir 2.4 angka 3-5 Pedoman ini pada Formulir Pelaporan Gratifikasi yang diajukan pelapor.
 - Pelapor wajib melaporkan penyaluran gratifikasi tersebut paling lambat 10 hari kerja setelah tanggal penerimaan disertai Bukti Tanda Terima Penyaluran Gratifikasi.
 - b. Barang yang tidak mudah busuk/rusak/cepat kedaluwarsa.

Terhadap barang yang tidak mudah busuk/rusak/cepat kedaluwarsa tersebut, maka wajib disimpan oleh Unit Pengendalian Gratifikasi (UPG) sampai dengan ditetapkan status kepemilikan oleh Komisi Pemberantasan Korupsi (KPK).
6. Unit Pengendalian Gratifikasi (UPG) melakukan verifikasi kelengkapan laporan sebelum melaporkan penerimaan gratifikasi yang wajib dilaporkan disertai dengan dokumen pendukung kepada Komisi Pemberantasan Korupsi (KPK) paling lama 10 hari kerja sejak tanggal penerimaan laporan gratifikasi.
7. Dalam hal laporan gratifikasi tidak lengkap,

been submitted. In the event that the report on the receipt of gratuities passed 30 working days since the date the gratuity was accepted, the Gratuity Report cannot be followed-up by the Corruption Eradication Commission (KPK).

3. Acceptance of Gratuities in the following forms:
 - a. Receipts in the form of immediately perishable/damaged/expired goods with a value of more than Rp200,000 (two hundred thousand rupiah) are reported no later than 10 working days after the date of receipt.
 - b. Receipts in the form of goods that are not immediately perishable/damaged/expired are reported no later than 10 working days after the date of receipt.
4. UPG is required to immediately respond to the report on the receipt of gratuities from the whistleblower no later than 7 (seven) working days after the report is received.
5. Determining the status and treatment based on the type of gratuities received is based on the following:
 - a. Items that are immediately perishable/damaged/expired.
 - For items that are immediately perishable/damaged/expired, after receiving the report on the receipt of gratuities by the whistleblower, the Gratuity Control Unit (UPG) decides to distribute the gratuities to parties in accordance with the provisions in Chapter II Point 2.4 point 3-5 of the Guidelines on the Gratuity Reporting Form propose by whistleblower.
 - The whistleblower is required to report the distribution of the gratuity no later than 10 working days after the date of receipt, accompanied by a Receipt of Gratuity Distribution.
 - b. Items that are not immediately perishable/damaged/expired.

Those items that are not immediately perishable/ damaged/ expired must be kept by the Gratuity Control Unit (UPG) until the ownership status is determined by the Corruption Eradication Commission (KPK).
6. The Gratuity Control Unit (UPG) verifies the completeness of the report prior to reporting the receipt of gratuities which must be reported along with supporting documents to the Corruption Eradication Commission (KPK) no later than 10 working days since the date of receipt of the gratuity report.
7. In the event that the Gratuity report is incomplete,



maka laporan gratifikasi disampaikan kembali kepada pelapor untuk dilengkapi. Apabila laporan gratifikasi sebagaimana dimaksud tidak dilengkapi paling lama 10 hari kerja sejak tanggal penerimaan gratifikasi maka laporan gratifikasi tidak dapat ditindaklanjuti.

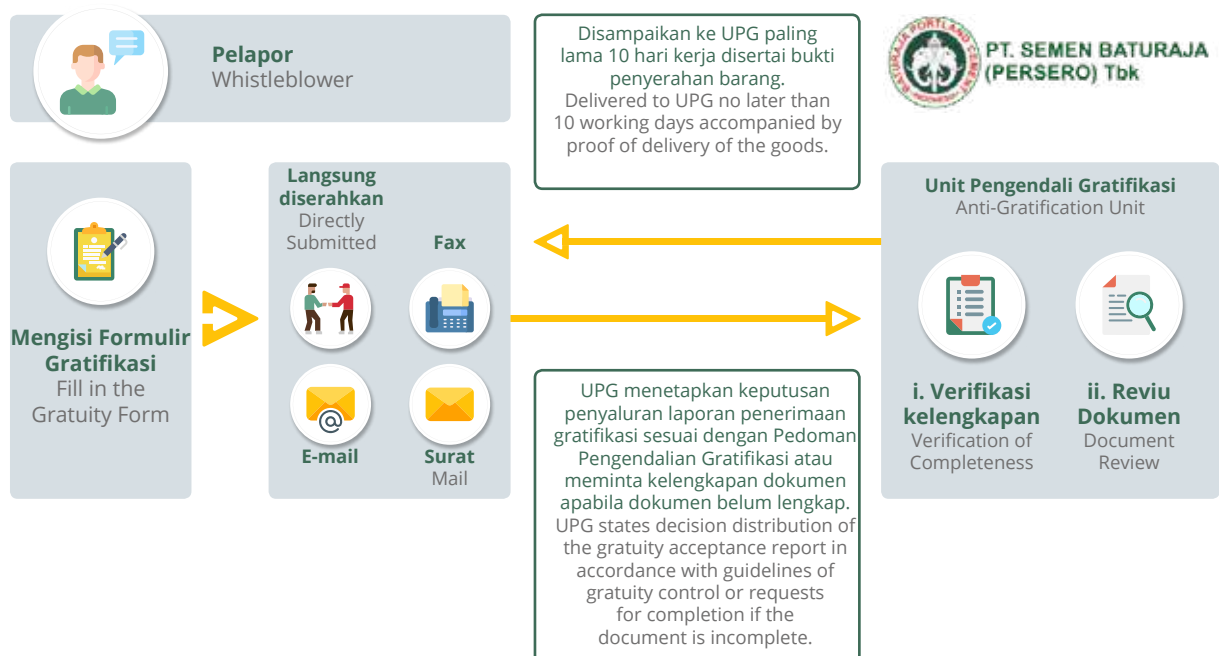
8. KPK akan melakukan analisa, verifikasi dan klasifikasi serta memberikan penetapan status gratifikasi atas laporan gratifikasi yang disampaikan oleh Unit Pengendalian Gratifikasi (UPG) paling lama selama 30 hari kerja.
9. Apabila KPK menetapkan gratifikasi tersebut menjadi milik negara maka Unit Pengendalian Gratifikasi (UPG) menginformasikan kepada pelapor penerimaan gratifikasi perihal keputusan tersebut untuk kemudian Unit Pengendalian Gratifikasi akan menyerahkan barang yang disimpan kepada negara melalui KPK.
10. Unit Pengendalian Gratifikasi (UPG) membuat rekapitulasi laporan penerimaan dan penolakan gratifikasi serta melaporkannya kepada Direksi secara periodik setiap semester paling lambat 10 hari kerja setelah berakhirnya periode semester tersebut.

the gratuity report is submitted back to the Whistleblower to be completed. If the gratuity report as referred to is not completed within 10 working days from the date of receipt of the gratuity, the Gratuity report cannot be followed up.

8. KPK will analyze, verify and classify and determine the status of the gratuity report submitted by the Gratuity Control Unit (UPG) for a maximum of 30 working days.
9. If the KPK determines that the gratuity belongs to the state, the Gratuity Control Unit (UPG) will inform the reporting party regarding the decision, then the Gratuity Control Unit will hand over the stored goods to the State through KPK.
10. The Gratuity Control Unit (UPG) prepares a summary of reports of acceptance and rejection of gratuities and reports it to the Board of Directors periodically each semester no later than 10 working days after the end of the semester.

Alur Penerimaan Barang Cepat Rusak/Busuk/Kedaluwarsa

Flow of Acceptance of Immediately Perishable/Damaged/Expired Goods

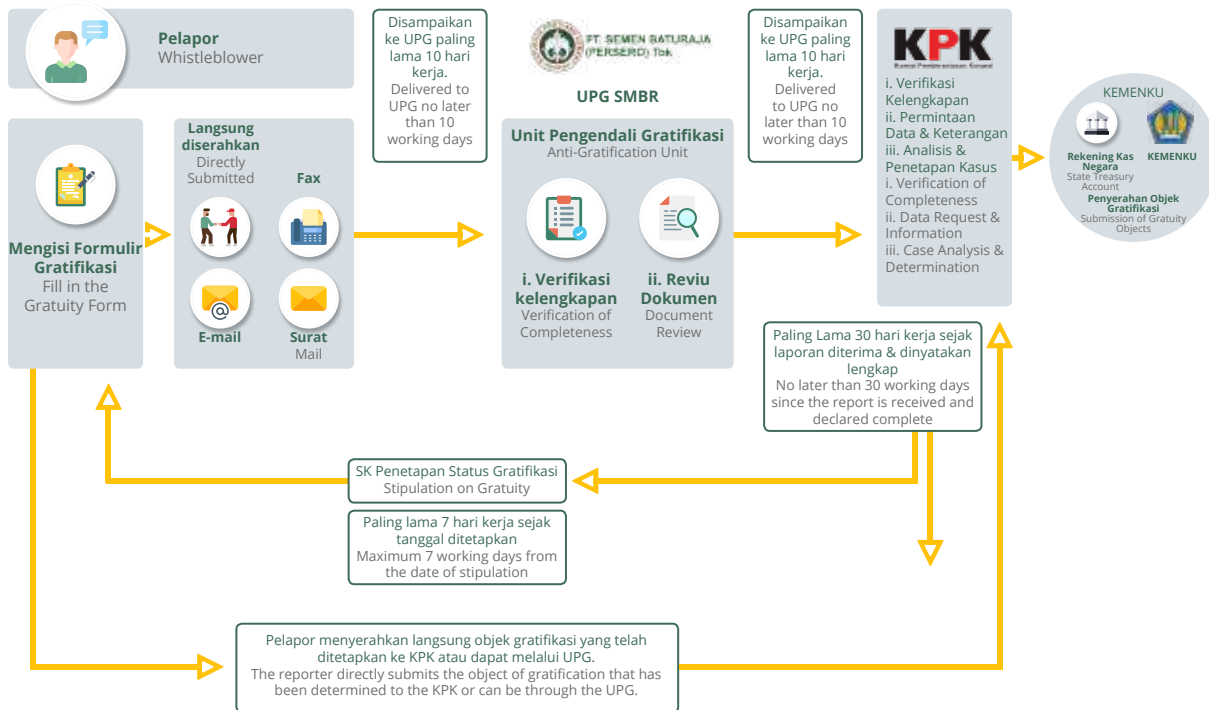


Kebijakan Anti Korupsi dan Gratifikasi

Anti Corruption and Gratuity Policy

Alur Penerimaan Laporan Untuk Uang/Setara Uang

Flow of Acceptance of Reports for Money/Its Equivalent





Kebijakan **Anti Fraud**

Anti-Fraud Policy

Perseroan bertekad untuk menyelenggarakan praktik-praktik bisnis terbaik (*best practice*) yang menjunjung tinggi nilai-nilai etika dan keluhuran akhlak serta memegang teguh amanah, sesuai dengan jabatan, fungsi dan peran dalam menjalankan bisnisnya. Pada tahun 2020, sebagai perwujudan kebulatan tekad dan bentuk peningkatan atas penerapan tata kelola, Perseroan menetapkan kebijakan penerapan tata kelola perusahaan yang baik (*good corporate governance*) PT Semen Baturaja (Persero) Tbk yang telah disosialisasikan kepada seluruh pengurus dan karyawan dan *Stakeholder* Perseroan, dimana dalam kebijakan tersebut memuat mengenai komitmen untuk melaksanakan SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan dengan berlandaskan prinsip 4 *No's* yaitu:

1. *No Bribery* (hindari/menolak segala bentuk suap menyuap dan pemerasan).
2. *No Kickback* (hindari/menolak meminta komisi, tanda terima kasih baik dalam bentuk uang dan dalam bentuk lainnya).
3. *No Gift* (hindari/menolak penerimaan/pemberian hadiah atau gratifikasi yang bertentangan dengan peraturan dan ketentuan yang berlaku).
4. *No Luxurious Hospitality* (hindari/menolak penyambutan dan jamuan yang berlebihan).

Implementasi dan Sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan

Pemerintah pada tahun 2016 menerbitkan Instruksi Presiden Nomor 10 Tahun 2016 tentang Aksi Pencegahan dan Pemberantasan Korupsi yang memuat mengenai Strategi Pencegahan terkait Tata Kelola Badan Usaha Milik Negara dan Swasta dengan salah satu programnya adalah tersusunnya SNI ISO 37001:2016. Instruksi Presiden tersebut diperkuat dengan Peraturan Presiden Nomor 54 Tahun 2018 tentang Strategi Nasional Pencegahan Korupsi.

Dengan komitmen yang tinggi dalam menjunjung budaya anti korupsi di lingkungan Perseroan, serta komitmen untuk mencegah adanya potensi tindakan penyuapan dan didasari oleh kewajiban pelaksanaan Sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan di BUMN, sesuai dengan Surat dari Kementerian BUMN Republik Indonesia melalui Surat Nomor S-17/S.MBU/02/2020, Perseroan menginisiasi implementasi Sistem Manajemen Anti Penyuapan dan mempersiapkan tahapan-tahapan proses sertifikasi.

The Company is determined to perform best practices that uphold ethical values and moral dignity and sustain the mandate in accordance with the position, function and role in managing its business. In 2020, as an evidence of its determination and improvement in its governance implementation, the Company established a policy for implementing good corporate governance of PT Semen Baturaja (Persero) Tbk which has been socialized to the management, employees and Stakeholders of the Company, in which the policy sets forth the commitment to implement SNI ISO 37001: 2016 on Anti-Bribery Management System based on the "4 No's" principles as follows:

1. No Bribery (avoid/refuse all forms of bribery and extortion).
2. No Kickback (avoid/refuse to ask for commissions, a token of gratitude both in cash and in other forms)
3. No Gift (avoid/refuse to accept/gifts or gratuities that are against the prevailing rules and regulations).
4. No Luxurious Hospitality (avoid/refuse excessive reception and entertainment)

Implementation and Certification of SNI ISO 37001:2016 on Anti-Bribery Management System

In 2016 the government issued Presidential Instruction No.10/2016 concerning the Action to Prevent and Eradicate Corruption which contains Prevention Strategies related to Governance of State and Private Enterprises with one of its programs being the compilation of SNI ISO 37001: 2016. This Presidential Instruction was reinforced by Presidential Regulation No.54 of 2018 concerning the National Strategy for the Prevention of Corruption.

With high commitment to upholding an anticorruption culture within the Company, as well as a commitment to preventing potential bribery acts and based on the obligation to implement SNI ISO 37001:2016 Certification of Anti-Bribery Management System in SOE, in accordance with the Letter from the Ministry of SOE of the Republic of Indonesia No.S-17/S.MBU/02/2020, the Company initiated the implementation of Anti-Bribery Management System and prepared the stages of the certification process.

Kebijakan Anti *Fraud*

Anti-Fraud Policy

Setelah menjalankan proses persiapan, implementasi serta evaluasi, Perseroan memasuki tahap audit sertifikasi oleh Lembaga Sertifikasi PT BSI Group Indonesia. Pada tanggal 11 Desember 2020, Perseroan dinyatakan berhak mendapatkan Sertifikat SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan dengan ruang lingkup *"The manufacture of cement for the Division of Procurement and Corporate Secretary at Head Office"*. Sertifikat berlaku untuk 3 (tiga) tahun dan akan dilakukan *Continual Assessment Visit 1* (satu) tahun sekali guna memantau efektivitas penerapan Sistem Manajemen Anti Penyuapan yang diterapkan di Perseroan.

Pada tanggal 25 – 26 November 2021 telah dilaksanakan *Continual Assessment Visit 1* (CAV 1) dengan hasil 2 (dua) *Opportunity for Improvement* (OFI).

Following the preparation, implementation and evaluation processes, the Company entered the stage of certification audit by PT BSI Group Indonesia Certification Agency. On 11 December 2020, the Company was declared to have obtained SNI ISO 37001:2016 on Certificate of Anti-Bribery Management System with the scope of *"the manufacture of cement for the Division of Procurement and Corporate Secretary at Head Office"*. The certificate is valid for 3 (three) years and a *Continual Assessment Visit* to be conducted annually in order to monitor the effectiveness of the Anti-Bribery Management System implementation in the Company.

On 25-26 November 2021, the *Continual Assessment Visit 1* (CAV 1) was conducted with the result of 2 (two) *Opportunity for Improvement* (OFI).





Benturan Kepentingan

Conflict of Interest

Seluruh pengurus dan karyawan dilarang melakukan tindakan yang berpotensi memiliki benturan kepentingan, memiliki kepentingan pribadi terhadap setiap penggunaan wewenang sehingga dapat mempengaruhi kualitas keputusan dan/atau tindakannya. Untuk meminimalisir terjadinya potensi benturan kepentingan di lingkungan Perseroan, Dewan Komisaris dan Direksi diwajibkan membuat daftar khusus yang memuat keterangan daftar kepemilikan saham Dewan Komisaris, Direksi beserta keluarganya pada Perseroan maupun Perusahaan lainnya.

Selain itu, Dewan Komisaris dan Direksi juga menandatangani Pakta Integritas yang di dalamnya juga memuat pernyataan tidak memiliki potensi Benturan Kepentingan. Pakta Integritas dan Daftar Khusus diperbaharui secara berkala setiap tahunnya atau setiap ada perubahan status kepemilikan saham untuk Daftar Khusus. Kedua dokumen tersebut diadministrasikan dan disimpan oleh *Division Corporate Secretary*.

Sikap yang tegas terhadap penanganan benturan kepentingan yang terjadi di Perseroan disadari merupakan hal yang penting oleh Perseroan sehingga mampu menciptakan pengelolaan Perseroan yang baik serta hubungan yang harmonis dengan seluruh pemangku kepentingan. Sebagai bentuk komitmen dalam penerapan tata kelola perusahaan yang baik (GCG) dan meningkatkan kesadaran pengurus dan karyawan, Perseroan menerbitkan Pedoman Benturan Kepentingan yang disahkan dengan Surat Keputusan Direksi Nomor: PH.01.04/010/2019 sebagai panduan dalam penanganan situasi benturan kepentingan.

Pedoman ini telah disosialisasikan melalui portal internal Perseroan (Intranet) dan situs Perseroan serta melalui email kepada seluruh Insan Semen Baturaja. Sosialisasi ini dilakukan selain untuk mendukung penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) juga bertujuan untuk meningkatkan pemahaman mengenai mekanisme sistem pelaporan pelanggaran yang ada di Perseroan.

All management and employees are prohibited to take actions that potential bear conflict of interest, involve personal interest in each use of authority that may influence the quality of decisions and/or action. To minimize the potential occurrence of conflict of interest within the Company, the Board of Commissioners and the Board of Directors are obligated to prepare a special list which contains information on shares ownership of the Board of Commissioners, the Board of Directors and their families in the Company as well as other Companies.

In addition, the Board of Commissioners and the Board of Directors also sign the Integrity Pact which states on not having potential Conflict of Interest. The Integrity Pact and the Special List shall be updated periodically every year or when there are changes in the status of shares ownership in the Special Register. Both documents above are administered and filed by the Corporate Secretary Division.

It is realized that firm attitude in handling conflicts of interest in the Company is important for the Company so as to create good management and harmonious relationships with all stakeholders. As a commitment of implementation Good Corporate Governance (GCG) and enhance awareness of management and employees. The Company issued Conflict of Interest Guidelines which were ratified by the Decision Letter of the Board of Directors No. PH.01.04/010/2019 as guidelines in managing conflict of interest.

The guidelines have been socialized through the Company's internal portal (intranet) and the Company's website as well as e-mail to all personnel of Semen Baturaja. Such socialization aims to support the implementation of Good Corporate Governance which intends to enhance the understanding of violation reporting system mechanism in the Company.

Sistem Pelaporan Pelanggaran

Whistleblowing System

Whistleblowing System (WBS) adalah sistem yang mengatur tata cara pengaduan dan pengungkapan pelanggaran di PT Semen Baturaja (Persero) Tbk. Perseroan terus memperkuat implementasi GCG Perseroan dengan memiliki kebijakan tentang pelaporan atas dugaan pelanggaran (*Whistleblowing System*).

Sistem Pelaporan Perseroan pelanggaran telah diperbaharui, dengan Nomor A SOP 112000-04 Standar Operasional Prosedur Pelaporan Pelanggaran/WBS PT Semen Baturaja (Persero) Tbk. Adapun tujuan dari pada WBS yaitu untuk mengatur tata cara pengelolaan *Whistleblowing System* di lingkungan PT Semen Baturaja (Persero) Tbk, serta sebagai sarana dalam menerapkan prinsip-prinsip GCG di PT Semen Baturaja (Persero) Tbk.

Dalam mengimplementasikan Sistem Pelaporan Pelanggaran/WBS, Perseroan mengacu pada :

1. Peraturan Menteri Negara BUMN Nomor. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, Pasal 2 ayat 2 yang mengatur bahwa dalam rangka penerapan GCG, Direksi menyusun mekanisme pelaporan atas dugaan penyimpangan pada Perseroan.
2. Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik, pada Parameter 13 yang mengatur bahwa Perusahaan harus memiliki kebijakan tentang sistem pelaporan atas dugaan penyimpangan pada Perseroan (*Whistleblowing System*).

Whistleblowing System (WBS) is a system that governs the procedures for complaints and disclosure of violations at the PT Semen Baturaja (Persero) Tbk. The Company continually strengthen the implementation of the Company's GCG by establishing the policy on the reporting of alleged violations (*Whistleblowing System*).

The Company's *Whistleblowing System* was last updated with Standard Operating Procedure for *Whistleblowing System* PT Semen Baturaja (Persero) Tbk. No. A SOP 112000-04. The purpose of the *whistleblowing system* is to govern the procedures for managing the *Whistleblowing System* within PT Semen Baturaja (Persero) Tbk, as well as a means of implementing GCG principles in PT Semen Baturaja (Persero) Tbk.

In implementing the *Whistleblowing System*, the Company refers to the following:

1. Regulation of the Ministry of BUMN No. PER-01/MBU/2011 dated 1 August 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, Article 2 paragraph 2 which states that in the context of implementing GCG, the Board of Directors compose the reporting mechanism for suspected irregularities in the Company.
2. Decision Letter of the Secretary of the Ministry of BUMN No.SK-16/S.MBU/2012 concerning Indicators/Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance in Parameter 13 which regulates that the Company must establish a policy regarding a reporting system for suspected irregularities in the Company (*Whistleblowing System*).



Cara Penyampaian Laporan Pelanggaran

Perseroan telah mengatur cara penyampaian laporan pelanggaran yang dapat dilakukan oleh seluruh pihak, tidak terbatas pada pihak internal saja akan tetapi juga pihak eksternal. Laporan dapat disampaikan ke alamat berikut:

Website : wbs.semenbaturaja.co.id
email : baturajabersih@semenbaturaja.co.id

Surat dengan menuliskan kode WBS pada bagian luar amplop surat yang ditujukan kepada:

Corporate Secretary
PT Semen Baturaja (Persero) Tbk
Cq. Secretarial & Stakeholder Management
Jl. Abikusno Cokrosuyoso, Kertapati,
Palembang 30258

Mekanisme Pelaporan Pelanggaran

Perseroan telah menyusun mekanisme pelaporan WBS yang harus dipatuhi oleh seluruh pelapor sesuai dengan SOP Pelaporan Pelanggaran/*Whistleblowing System* Nomor A SOP 112000-04. Prosedur dan penanganan penyelesaian laporan dugaan pelanggaran mengacu pada mekanisme yang telah ditetapkan di dalam *Standard Operating Procedure* mengenai tindak lanjut atas laporan dugaan pelanggaran yang dilakukan oleh Karyawan, Direksi dan Dewan Komisaris Perseroan. Adapun prosedur penanganan laporan dugaan pelanggaran digambarkan dalam alur berikut ini:

Method on Submission of Violation Report

The Company regulates how to submit reports on violations which may be carried out by all parties, not limited to internal parties only but also for external. Reports may be submitted to the following address:

Website : www.semenbaturaja.co.id
E-mail : baturajabersih@semenbaturaja.co.id

Letter: by noting the code "WBS" on the outside of the envelope addressed to:

Corporate Secretary
PT Semen Baturaja (Persero) Tbk
Cq. Secretarial & Stakeholder Management
Jl. Abikusno Cokrosuyoso, Kertapati
Palembang 30258

Mechanism of Violation Reporting

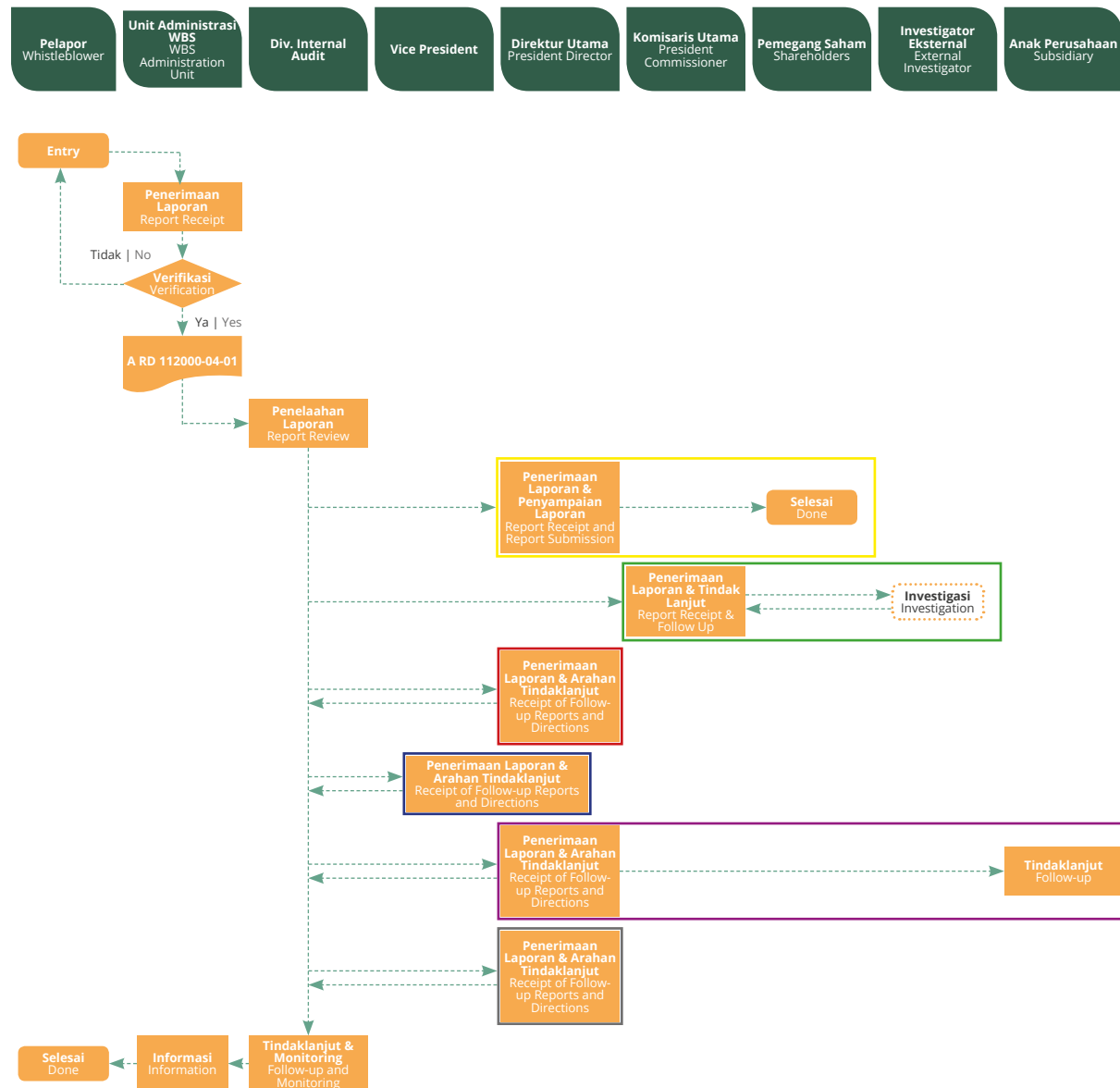
The Company developed its WBS reporting mechanism that must be followed by all whistleblowers in accordance with the Whistleblowing System SOP No. A SOP 112000-04. Procedures and handling of resolving alleged violations refer to the mechanism set forth in the Standard Operating Procedures (SOP) concerning the follow-up of reporting of alleged violations conducted by Employee, the Board of Directors and Board of Commissioner of the Company. Procedures of handling reports on suspected violations are portrayed in the flow chart below:

Sistem Pelaporan Pelanggaran

Whistleblowing System

Flowchart Tindak Lanjut Pelaporan Pelanggaran

Flowchart of Violation Reporting Follow-up



Keterangan | Note:

- Laporan Terkait Dewan Komisaris dan Organ Pendukung Dewan Komisaris | Reports Related to the Board of Commissioners and Supporting Organs of the Board of Commissioners
- Laporan Terkait Direksi | Reports Related to the Board of Directors
- Laporan Terkait Vice President dan Senior Manager | Reports Related to the Vice President and Senior Manager
- Laporan Terkait Personil Unit Kerja | Reports Related to Work Unit Personnel
- Laporan Terkait Personil Anak Perusahaan | Reports Related to Subsidiary
- Laporan Terkait Unit Administrasi WBS | Reports Related to WBS Administration Unit
- - - Koordinasi | Coordination

Unsur-Unsur Pelaporan Pelanggaran

Dalam melakukan pelaporan pelanggaran/*whistleblowing system*, pelapor diharuskan memenuhi beberapa kriteria agar pelaporan tersebut dapat dipertanggungjawabkan. Pelapor dapat memberikan identitas berupa nama diperbolehkan anonim serta nomor telepon/email atau media sosial yang dipergunakan untuk berkomunikasi. Dalam laporan tersebut pelapor juga harus memberikan informasi berupa bukti pendukung baik berupa data, dokumen,

Components of Violation Reporting

In whistleblowing reporting system, the whistleblower is required to meet several criteria so as to enable the accountability of such reporting. The whistleblower can provide his/her name or anonymous identity as well as phone number/e-mail or social media for communication purpose. In such report, the whistleblower must also provide information in the form of supporting evidence in the form of data, documents, recordings and pictures pertaining to early



rekaman maupun gambar yang memuat indikasi awal yang berpedoman pada 4W1H (*what, who, where, when, how*).

Jenis-jenis Pelanggaran yang Dapat Dilaporkan

Permasalahan yang dapat ditindaklanjuti dalam mekanisme *Whistleblowing System* (WBS) adalah sebagai berikut:

1. Korupsi
2. Suap
3. Gratifikasi
4. Konflik Kepentingan
5. Pencurian
6. Kecurangan
7. Kekerasan
8. Pemerasan
9. Penipuan
10. Penggelapan
11. Pemalsuan
12. Perbuatan Asusila/Pelecehan
13. Penggunaan Narkoba
14. Pungutan Liar
15. Membocorkan Rahasia

Perlindungan Bagi Pelapor

Perseroan mengatur mengenai perlindungan terhadap pelapor dalam Standar Operasional Prosedur Pelaporan Pelanggaran/*Whistleblowing* sebagai berikut:

1. Perseroan menjamin kerahasiaan identitas pelapor, kecuali apabila pengungkapan tersebut diperlukan dalam kaitan dengan laporan atau penyidikan yang dilakukan oleh pihak berwajib.
2. Perseroan menjamin perlindungan terhadap pelapor dari segala bentuk ancaman, intimidasi, hukuman atau tindakan tidak menyenangkan dari pihak manapun selama pelapor menjaga kerahasiaan kasus yang dilaporkan kepada pihak mana pun.
3. Terhadap Pelapor pelanggaran yang merupakan karyawan di lingkungan Perseroan, Perseroan melindungi karyawan dari upaya balas dendam yang berpotensi timbul di lingkungan kerja, antara lain seperti pemecatan yang tidak adil, penurunan jabatan/pangkat dan mutasi, pelecehan atau diskriminasi dalam segala bentuk serta catatan yang merugikan dalam file data pribadinya.
4. Perlindungan ini juga berlaku bagi pekerja Perseroan yang melaksanakan investigasi maupun pihak-pihak yang memberikan informasi terkait pengaduan.
5. Perseroan berkomitmen menindaklanjuti setiap laporan dugaan atas pelanggaran yang disampaikan baik oleh pihak internal maupun eksternal Perseroan.

indications based on 4W1H (*what, who, where, when, how*).

Types of Violation That May Be Reported

Issues that may be followed-up within the whistleblowing system (WBS) are as follows:

1. Corruption
2. Bribery
3. Gratuity
4. Conflict of Interest
5. Theft
6. Fraud
7. Violence
8. Extortion
9. Fraud
10. Embezzlement
11. Counterfeit
12. Immoral Conduct/Harassment
13. Use of Drugs
14. Illegal Fees
15. Disclosure of Confidential Information

Protection of Whistleblower

The Company regulates the protection of those who submit reports on violations (whistleblower) within the Standard Operating Procedures of Violation Reporting/*Whistleblowing* as follows:

1. The Company ensures the confidentiality of the whistleblower's identity, unless its disclosure is required in relation to the report or investigation conducted by the authority.
2. The Company ensures the protection of the whistleblower from all forms of threats, intimidation, punishment or unpleasant actions from any party as long as the whistleblower maintains the confidentiality of the reported case to any party.
3. To the Whistleblower of violations who is an employee of the Company, the Company protects the concerned employee from any potential act of revenge that may arise in the working environment, such as in unfair dismissals, demotion/ranking and transfers, harassment or discrimination in any kinds of form as well as adverse records in the personal data file.
4. Such protection also applies to the Company's employees who perform investigations as well as parties who provide information related to such report.
5. The Company is committed to follow-up every report of alleged violations submitted by both internal as well as external parties.

Sistem Pelaporan Pelanggaran

Whistleblowing System

Pihak yang Mengelola Pengaduan

Direksi bertanggung jawab atas terlaksananya sistem pelaporan pelanggaran di Perseroan dan Dewan Komisaris bertanggung jawab dalam pengawasan terhadap pelaksanaan sistem tersebut. Direksi dan Dewan Komisaris bersama-sama membentuk organisasi pelaporan pelanggaran di Perseroan. Organisasi ini bersifat sentralistik mencakup pengelolaan pelaporan pelanggaran (*Whistleblowing System*) di Perseroan, terdiri dari:

1. Pengelola Pelaporan Pelanggaran (Vice President Corporate Secretary menunjuk Secretarial & Stakeholder Management selaku tim administrasi WBS), bertugas untuk:
 - a. Menerima, mencatat (*register*) dan melakukan verifikasi terhadap kelengkapan laporan pelanggaran.
 - b. Melaksanakan program perlindungan pelapor sesuai dengan kebijakan yang telah ditetapkan, termasuk menjaga kerahasiaan pelapor dan terlapor (asas praduga tidak bersalah).
 - c. Melakukan pemantauan terhadap perkembangan proses tindak lanjut laporan pengaduan pelanggaran.
 - d. Menjaga komunikasi dengan pelapor.
 - e. Melakukan reviu dan evaluasi perbaikan sistem WBS.
2. Tim Investigasi, dilaksanakan oleh Tim Investigasi Internal (Internal Audit).

Tugasnya secara keseluruhan adalah melakukan pemeriksaan lebih lanjut terhadap substansi pelanggaran yang dilaporkan dengan tujuan untuk mencari dan mengumpulkan bukti-bukti yang diperlukan guna memastikan kebenaran pelaporan dugaan pelanggaran serta melakukan monitoring tindak lanjut pelaporan.

Penanganan Pengaduan

Laporan Pengaduan pelanggaran diterima sebagai berikut :

1. Apabila yang dilaporkan melakukan dugaan pelanggaran adalah anggota Dewan Komisaris atau anggota dari Organ Pendukung Dewan Komisaris maka Tim Investigasi WBS menyerahkan laporan pelanggaran tersebut kepada Direktur Utama untuk diteruskan kepada Pemegang Saham.
2. Jika Laporan Pelanggaran terkait dengan anggota Direksi atau orang yang mempunyai hubungan khusus dengan anggota Direksi maka Tim Investigasi WBS menyerahkan laporan pelanggaran tersebut kepada Komisaris Utama, penanganan lebih lanjut diserahkan kepada Dewan Komisaris

Executor of Whistleblowing Report Process

The Board of Directors is responsible for the implementation of the whistleblowing reporting system in the Company and the Board of Commissioners is responsible for overseeing the implementation of such system. The Board of Directors and the Board of Commissioners together establish violation reporting organization in the Company. Such organization is centralized in, including the management of the violation report (Whistleblowing Systems) in the Company, which consists of the following:

1. Management of violation Reporting (Vice President Corporate Secretary appoints the Secretarial & Stakeholder Management, as WBS administration team), is assigned to:
 - a. Receive, record (*register*) and verify the completeness of the violation report.
 - b. Implement the whistleblower protection program in accordance with established policies, including maintaining the confidentiality of the whistleblower and the personnel being reported (*presumption of innocence*).
 - c. Monitor the progress of the follow-up process for violation report.
 - d. Maintain communication with whistleblowers.
 - e. Review and evaluate improvements to the WBS system.
2. The Investigation Team, carried out by the Internal Investigation Team (Internal Audit).

Its overall task is to perform further examinations of the substance of the violation report with the aim of finding and gathering evidence required to ensure the accuracy of the reporting of alleged violations and to monitor follow-up reports.

Managing Complaints

Complaint Reports of violations are received in the following manner:

1. If the subject being reported of alleged violation is member of the Board of Commissioners or member of Supporting Organ of the Board of Commissioners, then WBS Investigation Team submits the violation report to the President Director to be forwarded to the Shareholders.
2. If Violation Report involves member of the Board of Directors or a person with special relations with members of the Board of Directors, then the WBS Investigation Team submits the report to the President Commissioner, further process is handled by the Board of Commissioners and if



dan bila diperlukan investigasi dapat dilanjutkan menggunakan investigator/auditor luar yang independen.

3. Jika Laporan Pelanggaran terkait dengan Vice President dan Senior Manager yang langsung di bawah Direksi akan didistribusikan kepada Direktur Utama dan Direktur terkait untuk kemudian diproses lebih lanjut oleh Tim Investigasi dengan mengacu pada SOP Internal Audit yang berlaku.
4. Jika Laporan Pelanggaran dilakukan oleh Personil unit kerja di bawah Division atau Department akan didistribusikan kepada Vice President yang bersangkutan, Direktur Utama, dan Direktur terkait untuk kemudian diproses lebih lanjut oleh Tim Investigasi dengan mengacu pada SOP Internal Audit yang berlaku.
5. Jika Laporan Pelanggaran terkait Personil di Anak Perusahaan, laporan akan diserahkan kepada Direktur Utama dan diteruskan kepada Direktur Anak Perusahaan untuk ditindaklanjuti sesuai dengan peraturan yang berlaku di Anak Perusahaan.
6. Jika Laporan Pelanggaran dilakukan oleh Tim Administrasi WBS, maka laporan pelanggaran tersebut diserahkan langsung kepada Direktur Utama. Pelaporan yang diterima oleh Unit Administrasi WBS segera ditentukan apakah dapat ditindaklanjuti sesuai informasi yang valid atau tidak ditindaklanjuti karena informasi yang diterima tidak mempunyai kriteria valid.
7. Tim Investigasi melakukan proses tindak lanjut dan *monitoring* tindak lanjut Laporan Pengaduan Pelanggaran dan menginformasikan kepada Tim Administrasi WBS untuk penyelesaian status laporan pada Media Laporan WBS.

necessary the investigation may be continued by use of external independent investigator/auditor.

3. If Violation Reports involving Vice Presidents and Senior Managers directly under the Board of Directors are then distributed to the President Director and related Director for further process by the Investigation Team by referring to the applicable Internal Audit SOP.
4. If Violation Report involving Personnel from a work unit under a Division or Department will be distributed to the related Vice President, the President Director, and related Director for further processing by the Investigation Team by referring to the applicable Internal Audit SOP.
5. If Violation Report involving a Personnel in a Subsidiary, the report will be submitted to the President Director and forward to the Director of the concerned Subsidiary for further processing in accordance with the regulations applicable in the Subsidiary.
6. If Violation Report involving the WBS Administration Team, then the report is to be sent directly to the President Director. The report received by the WBS Administration Unit is immediately to be decided if it will proceed as a valid information or not to be followed-up as the received information do not meet the validity criteria.
7. The Investigation Team carries out further processing and monitoring of follow-ups of Whistleblowing Reports and informs the WBS Administration Team to finalize the status of the report in the WBS Report Media.

Sistem Pelaporan Pelanggaran

Whistleblowing System

Jumlah Laporan Dugaan Pelanggaran Tahun 2021

Selama tahun 2021, Perseroan menerima 1 (satu) laporan dugaan pelanggaran yang dilakukan oleh salah satu personil di Anak Perusahaan. Laporan tersebut telah diproses sesuai dengan ketentuan yang diatur dalam SOP Pelaporan Pelanggaran/*Whistleblowing System*.

Sanksi Bagi Terlapor

Setiap terlapor yang dinyatakan terbukti melakukan pelanggaran akan diberikan sanksi sesuai dengan ketentuan yang berlaku di Perseroan.

Sosialisasi Whistleblowing System

Dalam rangka mendukung penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dan untuk meningkatkan pemahaman mengenai mekanisme sistem pelaporan pelanggaran yang ada di Perseroan serta meningkatkan efektivitas penerapan Sistem Pelaporan Pelanggaran, Perseroan telah melaksanakan sosialisasi mengenai pelaporan pelanggaran/*Whistleblowing System* kepada pihak internal dan eksternal Perseroan pada tahun 2021. Sosialisasi WBS dilakukan melalui majalah internal, stiker, email, portal internal (intranet), aplikasi Easy Access, Domain *Wallpaper* PC/Laptop karyawan, media sosial serta *website* Perseroan.

Number of Reports on Alleged Violations in 2021

During the year 2021, the Company received 1 (one) report on alleged violation conducted by one of the personnel in a Subsidiary. The report was processed in accordance with the provisions as regulated in the *Whistleblowing System SOP*.

Sanction for Violator

Every violator declared proven to have conducted violation will be sanctioned in accordance with the provisions applicable in the Company.

Socialization of the Whistleblowing System

In support of the implementation of Good Corporate Governance and to improve the understanding of the whistleblowing system mechanism available in the Company as well as to enhance the effectiveness of the *Whistleblowing System* implementation, the Company carries out socialization of the *Whistleblowing System* to both internal and external parties of the Company in 2021. WBS socialization is conducted through the internal magazine, stickers, email, internal portal (intranet), Easy Access application, employees' PC/Laptop Domain *Wallpaper*, social media and Company website.



Pencegahan *Insider Trading*

Prevention of Insider Trading

Insider trading merupakan perdagangan saham Perseroan atau surat berharga lainnya (obligasi atau opsi saham) yang dilakukan oleh individu Perseroan yang memiliki akses informasi non publik Perseroan.

Dalam rangka menciptakan suatu keadaan pasar yang wajar dan efisien, dengan memperhatikan keadilan informasi terhadap seluruh pelaku pasar di pasar modal, orang dalam dilarang melakukan praktik *insider trading*. Praktik *insider trading* merupakan perbuatan ilegal yang dapat mengakibatkan menurunnya citra dan kepercayaan pasar terhadap Perseroan.

Perseroan memiliki kebijakan yang mengatur kegiatan *insider trading* yang tertuang dalam Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) yang disahkan dengan Surat Keputusan Direksi PT Semen Baturaja (Persero) Tbk Nomor: PH.01.04/114.A/2020.

Kebijakan tersebut mengatur bahwa orang dalam wajib untuk menjaga dan tidak menyebarkan informasi yang bersifat terbatas dan rahasia agar informasi tersebut tidak disalahgunakan oleh pihak tertentu untuk melakukan pembelian atau penjualan atas saham Perseroan.

Insider trading represents the trading of the Company's shares or other securities (bonds or stock options) carried out by individual companies who have access to the Company's non-public information.

In order to create a fair and efficient market condition, by taking into account the fairness of information for all market players in capital market, insiders are prohibited from engaging in insider trading. The practice of insider trading is illegal and can result in a decline in brand image and market trust to the Company.

The Company has the policy concerning insider trading activities stipulated in Good Corporate Governance Guidelines validated by the Decision Letter of the Board of Directors of the Company No.PH.01.04/114.A/2020.

Such policy governs that insiders are obliged to protect and not to disseminate limited and confidential information so as to prevent the misuse of information by certain parties to purchase or sell the Company's shares.

Kepatuhan Terkait Kegiatan Politik

Compliance with Political Activities

Kebijakan Perseroan, Termasuk kepada Perusahaan Terafiliasi

Perseroan telah mengakomodir Surat Edaran Menteri BUMN No. SE-12/MBU/10/2020 tentang Larangan Keterlibatan Direksi, Dewan Komisaris/Dewan Pengawas dan Karyawan BUMN Group (BUMN, Anak Perusahaan BUMN, dan Perusahaan Afiliasi BUMN) dan Penggunaan Sumber Daya BUMN Group Dalam Kegiatan Politik Praktis Pemilihan Kepala Daerah (Pilkada) di dalam Pedoman Perilaku (*Code of Conduct*) yang mengatur etika terhadap hal-hal khusus seperti aktivitas politik.

Sosialisasi Kebijakan

Pedoman Perilaku (*Code of Conduct*) tersebut disosialisasikan secara berkala kepada seluruh pemangku kepentingan, di semua tingkatan agar dapat dipahami secara tepat, baik dan benar melalui email, portal internal dan website Perseroan. Serta seluruh pengurus dan karyawan telah melakukan penandatanganan Pernyataan Kepatuhan terhadap Pedoman Perilaku tersebut.

Sanksi

Bagi seluruh karyawan/ti PT Semen Baturaja (Persero) Tbk yang terbukti melakukan pelanggaran akan menerima sanksi atau bentuk disiplin lainnya sesuai dengan peraturan yang telah ditetapkan dalam Perjanjian Kerja Bersama, sedangkan pengenaan sanksi terhadap pengurus Perseroan yaitu Jajaran Direksi atau Jajaran Dewan Komisaris yang melakukan pelanggaran menjadi kewenangan RUPS sesuai dengan peraturan yang berlaku. Apabila pelanggaran Pedoman Perilaku dilakukan oleh mitra kerja Perseroan maka dikenakan sanksi sesuai dengan kontrak, peraturan perundang-undangan dan keputusan Perseroan.

Corporate Policies, Including to Affiliated Companies

The Company has accommodated the Circular Letter of the Ministry of SOE No. SE-12/MBU/10/2020 concerning the Prohibition of the Involvement of the Board of Directors, the Board of Commissioners/Supervisory Board and Employees of SOE Group (SOE, SOE Subsidiary, and SOE Affiliates) and Utilization of BUMN Group Resources in Practical Political Activities of the Regional Head Elections (Pilkada) in the Code of Conduct which regulates ethics on specific matters such as political activities.

Socialization of Policies

The Code of Conduct is periodically socialized to all stakeholders at all levels so as to enable accurate, proper and correct understanding through e-mails, internal portals and the Company's website. All management and employees of the Company have signed a Statement of Compliance with the Code of Conduct.

Sanctions

For all employees of the Company who are proven to have committed violations will receive sanctions or other forms of disciplinary actions in accordance with the provisions set out in the Collective Labor Agreement, meanwhile, the imposition of sanctions on the management of the Company, namely the Board of Directors or the Board of Commissioners who commit violations, represents the authority of the GMS in accordance with the prevailing regulations. If the violation of the Code of Conduct is committed by the Company's business partners, they will be subject to sanctions in accordance with the contract, laws and regulations and the decisions of the Company.



Pengadaan **Barang dan Jasa**

Procurement of Goods and Services

Kebijakan Dan Pedoman Pengadaan Barang dan Jasa

Dalam pemenuhan kebutuhan berkelanjutan, Semen Baturaja tidak bisa memenuhi kebutuhannya sendiri. Maka dari itu, PT Semen Baturaja (Persero) Tbk memerlukan kerja sama dengan rekanan/pemasok yang dilalui dengan adanya proses pengadaan barang dan jasa. Pengadaan barang dan jasa mengikuti peraturan BUMN No. PER-08/MBU/12/2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara. PT Semen Baturaja (Persero) Tbk semaksimal mungkin memperdayakan rekanan/pemasok lokal. Dengan adanya pelibatan pemasok/rekanan lokal akan mempermudah dalam proses bisnis keuangan baik dalam jangka pendek maupun jangka panjang. Dalam proses pengadaan, perlu adanya rencana yang mumpuni agar seluruh proses pengadaan dapat berjalan dengan baik. Ada beberapa hal yang perlu diperhatikan dalam proses pengadaan, yakni:

1. Proses pengadaan barang dan jasa dilaksanakan dengan prinsip efisien, efektif, kompetitif, transparan, adil dan wajar, terbuka serta akuntabel untuk mendapatkan barang & jasa tepat sesuai spesifikasi, tepat jumlah, tepat waktu kedatangan dan harga yang wajar.
2. Meningkatkan kualitas perencanaan dan strategi pengadaan barang & jasa yang konsolidatif.
3. Menyelaraskan tujuan pengadaan dengan pencapaian tujuan perusahaan.
4. Memberi kesempatan pada pelaku usaha nasional dan usaha kecil.
5. Memberikan kesempatan kepada anak perusahaan dan/atau sinergi antar BUMN/anak perusahaan/perusahaan terafiliasi BUMN sepanjang kualitas, jumlah, waktu, biaya, lokasi dan penyediannya dapat dipertanggungjawabkan.
6. Melaksanakan pengadaan yang strategis, modern dan inovatif.
7. Memperkuat pengukuran kinerja pengadaan barang dan jasa.

Hal-hal tersebut merujuk kepada Undang-Undang Republik Indonesia (UU RI) No. 1 tahun 1970 tentang Keselamatan Kerja, Peraturan Pemerintah Republik Indonesia (PP RI) No. 50 tahun 2012 tentang penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), dan memenuhi ketentuan peraturan K3 yang disyaratkan oleh PT Semen Baturaja (Persero) Tbk.

Policies and Guidelines on Procurement of Goods and Services

In terms of meeting its sustainable needs, Semen Baturaja is not able to meet its own needs. Accordingly, the Company requires cooperation with partners/suppliers through the process of procuring goods and services. Procurement of goods and services adopts SOE Regulation No. PER-08/MBU/12/2019 concerning the General Guidelines for the Procurement of Goods and Services for State-Owned Enterprises. PT Semen Baturaja (Persero) Tbk shall carry out maximum efforts to empower local partners/suppliers. The involvement of local suppliers/partners will facilitate the financial business process, both in the short and long term. In the procurement process, it is necessary to establish a reliable plan so as to ensure well-managed procurement in its entire process. Yet several matters need to be considered during the procurement process as follows:

1. Conduct the process of goods and services procurement based on efficient, effective, competitive, transparent, fair and reasonable, open and accountable principles to obtain goods & services according to the right specifications, right quantity, timely arrival date and fair price.
2. Improve the quality of planning and strategy for the consolidated procurement of goods & services.
3. Align procurement objectives with the Company's objectives.
4. Create opportunities for national business players and small businesses.
5. Provide opportunities for subsidiaries and/or synergies between SOE/subsidiaries/SOE affiliated companies as long as the quality, quantity, time, cost, location and provider are justified.
6. Carry out strategic, modern and innovative procurement.
7. Strengthen the performance assessment of procurement of goods and services.

Such matters mentioned above refer to the Law of the Republic of Indonesia (UU RI) No.1/1970 concerning the Occupational Safety, Government Regulation of the Republic of Indonesia (PP RI) No. 50/2012 regarding the implementation of the Occupational Health and Safety Management System (SMK3), and compliance with K3 regulations required by the PT Semen Baturaja (Persero) Tbk.

Pengadaan Barang dan Jasa

Procurement of Goods and Services

Prosedur dan Tata Cara Pengadaan

Prosedur dan tata cara pengadaan barang dan jasa di Perseroan dimulai dari proses perencanaan, realisasi pengadaan, penerimaan, pemakaian/penggunaan, sampai dengan pengelolaan gudang yang diatur pada dokumen berikut, yang meliputi:

1. Peraturan BUMN No. PER-08/MBU/12/2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara
2. SOP Pengadaan Barang dan Jasa PT Semen Baturaja (Persero) Tbk Revisi Kesembilan tanggal 10 Maret 2020

Target/Rencana Kegiatan di 2021

Perseroan telah menetapkan target dan rencana kegiatan di bidang pengadaan barang dan jasa pada tahun 2021 yang mencakup:

1. Perencanaan pembelian barang & jasa
2. Pengelolaan *supplier* & kontrak
3. *Monitoring* seluruh proses perencanaan pengadaan barang & jasa
4. *Monitoring* seluruh proses tender pengadaan barang & jasa
5. *Monitoring* seluruh proses pengelolaan gudang barang untuk memastikan kelancaran
6. *Monitoring* seluruh proses penerimaan material
7. Pengadaan barang dan jasa yang bebas dari suap
8. Proses transaksi yang akuntabel dan transparan

Pelaksanaan Kegiatan/Jenis Program di 2021

Berikut adalah pelaksanaan kegiatan/jenis program di bidang pengadaan barang dan jasa hingga 31 Desember 2021.

1. Pengumuman lelang terkait pelaksanaan kegiatan pengadaan barang dan jasa disampaikan secara terbuka melalui website dan media massa.
2. Penggunaan sistem *e-procurement* dalam proses pengadaan.
3. Adanya evaluasi terhadap vendor performance yang dilakukan setiap triwulan.
4. Pelaksanaan proses pengadaan barang dan jasa sesuai dengan prosedur & tata cara yang berlaku.

Procedures and Process of Procurement

Procedures and process in the procurement of goods and services in the Company start from the planning process, realization of procurement, acceptance, utilization/consumption, and warehouse management are regulated based on the following regulations, which include:

1. Ministry of SOE Regulation No. PER-08/MBU/12/2019 concerning General Guidelines for the Procurement of Goods and Services for State-Owned Enterprises
2. Ninth Revision for SOP of Goods and Services Procurement of PT Semen Baturaja (Persero) Tbk dated 10 March 2020

Target/Plan of Activities in 2021

The Company established its targets and plans for goods and services procurement activities in 2021 which include:

1. Plans on the purchase of goods & services
2. Management of suppliers & contracts
3. Monitor the entire process of the planning of the procurement of goods & services
4. Monitor the entire procurement bidding process for goods & services
5. Monitor the entire warehouse management process to ensure seamless operation
6. Monitor the entire material receiving process
7. Procurement of goods and services that is free from bribery
8. Accountable and transparent transaction process

Implementation of Activities/Types of Programs in 2021

The following is the implementation of activities in the procurement of goods and services during the fiscal year.

1. Announcement of bidding related to goods and services procurement activities is submitted in a transparent manner through the website and the mass media.
2. Utilization of *e-procurement* system in the procurement process.
3. Quarterly evaluation of vendor performance.
4. Implementation of the procurement process of goods and services in accordance with applicable process & procedures.



Dampak Kuantitatif Dari Pelaksanaan Kegiatan

Adapun dampak kuantitatif dari pelaksanaan kegiatan di bidang pengadaan barang dan jasa sepanjang tahun buku adalah:

1. Pelaksanaan proses pengadaan barang dan jasa dapat dilakukan secara terbuka, adil, dan akuntabel tanpa adanya diskriminasi terhadap pihak tertentu sesuai dengan prosedur dan tata cara yang berlaku.
2. Proses pengadaan barang dan jasa menggunakan sistem *e-procurement* sehingga dapat terdokumentasi secara elektronik.
3. Pendaftaran rekanan dapat dilakukan secara terbuka di sistem *e-procurement*.

Capaian

Realisasi proses pengadaan dapat berjalan dengan lancar, diselesaikan sesuai dengan target yang telah ditetapkan dan sesuai dengan prosedur dan tata cara yang berlaku.

Quantitative Impact of Activity Implementation

The quantitative impact of the implementation of procurement of goods and services throughout the financial year is as follows:

1. Goods and services procurement process can be carried out in an open, fair and accountable manner without discrimination against certain parties in accordance with applicable process and procedures.
2. Goods and services procurement process is conducted by using e-procurement system so as to enable electronic documentation process.
3. Vendor registration can be conducted in a transparent manner in the e-procurement system.

Achievement

The procurement process can be carried out smoothly, completed in accordance with predetermined targets and in accordance with applicable process and procedures.

Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka

Implementation of Listed Company's Corporate Governance Guidelines

Semen Baturaja menggunakan dasar Pedoman Tata Kelola Perusahaan seperti tertuang dalam Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka sebagai standar penerapan GCG, yaitu meliputi 5 (lima) aspek yang diturunkan ke dalam 8 (delapan) prinsip dan 25 rekomendasi.

Semen Baturaja adopts basic Corporate Governance Guidelines as stated in OJK Circular Letter No.32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies as a standard for implementing GCG, namely which includes 5 (five) aspects derived into 8 (eight) principles and 25 recommendations.

Implementasi Pedoman Tata Kelola Perusahaan Terbuka

Implementation of Listed Company's Corporate Governance Guidelines

Prinsip Principle	Rekomendasi Recommendation	Penerapan di Semen Baturaja Application at Semen Baturaja	Halaman Pemenuhan Fulfillment Page
Aspek 1 Aspect 1 Hubungan Perusahaan Terbuka dengan Pemegang Saham Dalam Menjamin Hak-hak Pemegang Saham Issuer's Relationship with Shareholders in Guaranteeing the Rights of Shareholders			
Prinsip 1 Meningkatkan Nilai Penyelenggaraan RUPS Principle 1 Improving the Value of GMS Implementation	1.1 Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (<i>voting</i>) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. 1.1 Public Companies shall have technical voting methods or procedures, both openly and privately, that prioritize independency and the interests of shareholders.	Terpenuhi Perseroan mempunyai prosedur pengambilan suara dalam pengambilan keputusan atas suatu mata acara yang terdapat dalam Tata Tertib RUPS, dimana sebelumnya Tata Tertib RUPS telah diberikan kepada Pemegang Saham yang hadir dan dijelaskan oleh Pimpinan RUPS saat pembukaan RUPS. Perseroan telah menunjuk pihak independen yaitu Biro Administrasi Efek PT Datindo Entrycom dan Notaris Fathiah Helmi, SH dalam melakukan proses penghitungan suara dan/atau melakukan validasi. Compliant The Company has the procedures for casting votes in making decisions on a meeting agenda as contained in the GMS Procedures, whereas beforehand, the GMS Procedures are conveyed to attending Shareholders and explained by the GMS Chairman at the opening of the GMS. The Company has appointed an independent party, namely the Securities Administration Bureau PT Datindo Entrycom and Notary Fathiah Helmi, SH to conduct the process of casting votes and/or validation.	320 & 334
	1.2 Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan. 1.2 All members of the Board of Directors and members of the Board Commissioners of Public Companies shall attend the Annual GMS.	Terpenuhi Perseroan telah menyampaikan pemberitahuan dan undangan kepada Direksi dan Dewan Komisaris untuk menghadiri Rapat Umum Pemegang Saham Tahunan. Compliant The Company announced information and invitation to the Board of Directors and the Board of Commissioners to attend the General Meeting of Shareholders annually	320-321 385-386, 389-390
	1.3 Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. 1.3 Summary of the Minutes of the GMS shall be available on the Website of Public Companies for at least 1 (one) year.	Terpenuhi Dalam website Perseroan telah tercantum risalah RUPS mulai dari RUPS Tahunan Tahun Buku 2013 sampai dengan RUPS Tahunan Tahun Buku 2020. Compliant The Company website contains the Minutes of the GMS starting from GMS of Fiscal Year 2013 up to Fiscal Year 2020.	321 & 328



Prinsip Principle	Rekomendasi Recommendation	Penerapan di Semen Baturaja Application at Semen Baturaja	Halaman Pemenuhan Fulfillment Page
Prinsip 2 Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau <i>Investor</i> Principle 2 Improving the Quality of Public Company's Communication with Shareholders or Investors.	2.1 Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau <i>investor</i> .	Terpenuhi Perseroan telah mempunyai kebijakan terkait komunikasi dengan Pemegang Saham atau <i>investor</i> . Adapun kebijakannya diatur dalam Pedoman Perilaku/ <i>Code of Conduct</i> (CoC) Perseroan. Compliant The Company has policies related to communication with shareholders or investors. The policies are regulated in the Company Code of Conduct (CoC).	495
	2.1 Public Company shall maintain the policy on communication with shareholders or investors.		
	2.2 Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau <i>investor</i> dalam situs web.	Terpenuhi Kebijakan terkait komunikasi dengan Pemegang Saham atau investor terdapat dalam website Perseroan pada menu Tata Kelola bagian Kebijakan Perseroan serta Pedoman Perilaku dan Materi presentasi Perseroan untuk Pemegang Saham atau Investor tersedia dalam situs web Perseroan untuk memberikan kesetaraan pada Pemegang Saham atau Investor atas pelaksanaan komunikasi. Compliant Policies related to communication with Shareholders or investors are available on the Company's website under Corporate Governance menu within Company Policies section, and the Code of Conduct and Company presentation materials for Shareholders or Investors are available on the Company's website to provide equality to Shareholders or Investors in conducting communication.	498
	2.2 Public Company shall disclose its communication policy with shareholders or investor on its website.		
Aspek 2 Aspect 2 Fungsi dan Peran Dewan Komisaris Function and Role of the Board of Commissioners			
Prinsip 3 Memperkuat Keanggotaan dan Komposisi Dewan Komisaris Principle 3 Strengthening the Membership and Composition of the Board of Commissioners	3.1 Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka.	Terpenuhi Penentuan jumlah Dewan Komisaris telah mempertimbangkan kondisi Perseroan, yang ditetapkan pada RUPST tahun 2021 tanggal 27 Mei 2021 berdasarkan surat dari Menteri Badan Usaha Milik Negara Nomor: SR-362/MBU/05/2021, perihal Usulan Perubahan Pengurus PT Semen Baturaja (Persero) Tbk. Adapun pada tanggal 29 Desember 2021 ada 1 (satu) orang Dewan Komisaris mengundurkan diri sehingga jumlah Dewan Komisaris Perseroan per tanggal 31 Desember 2021 adalah 4 (empat) orang. Compliant Determining the number of members of the Board of Commissioners was based on consideration of the Copany's condition, which was confirmed in the 2021 Annual GMS on 27 May 2021 based on the Letter of the Minister of State Owned-Enterprises No. SR-362/MBU/05/2021 on the Recommendation of Change in the Management of PT Semen Baturaja (Persero) Tbk. As of 29 December 2021 one of the members of the Board of Commissioner resigned so the total of the Board of Commissioner on 31 December 2021 are 4 (four) personnel.	336-337, 342
	3.1 Determining the number of members of the Board of Commissioners shall be based on consideration of the condition of the Public Company.		
	3.2 Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.	Terpenuhi Penentuan komposisi anggota Dewan Komisaris sesuai persyaratan pengangkatan tercantum di dalam Peraturan OJK Nomor: 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten Atau Perusahaan Publik. Perseroan telah memperhatikan keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan. Keberagaman jajaran Dewan Komisaris bisa dilihat pada buku laporan tahunan ini. Compliant Determining the composition of the members of the Board of Commissioners was in accordance with the appointment requirements stated in the OJK Regulation No. 33/POJK.04/2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies. The Company has considered the diversity of expertise, knowledge and experience required. The diversity of the Board of Commissioners is presented in this annual report.	373-374
	3.2 Determining the composition of members of the Board of Commissioners shall take into account the diversity of expertise, knowledge, and experience required.		

Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka

Implementation of Listed Company's Corporate Governance Guidelines

Prinsip Principle	Rekomendasi Recommendation	Penerapan di Semen Baturaja Application at Semen Baturaja	Halaman Pemenuhan Fulfillment Page
Prinsip 4 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris Principle 4 Improving the Quality of the Implementation of Duties and Responsibilities of the Board of Commissioners	4.1 Dewan Komisaris mempunyai kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Dewan Komisaris 4.1 The Board of Commissioners shall have the policies for Self-Assessment to evaluate the performance of the Board of Commissioners	Terpenuhi Dewan Komisaris telah memiliki kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris yang tercantum dalam Pedoman GCG dan Board Manual. Compliant The Board of Commissioners has the policies on self-assessment to evaluate the performance of the Board of Commissioners as stated in the GCG Guidelines and the Board Manual.	345
	4.2 Kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. 4.2 The Self-Assessment Policy to evaluate the performance of the Board of Commissioners shall be disclosed in the Annual Report of the Public Company.	Terpenuhi Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris telah diungkapkan melalui Laporan Tahunan Perseroan, bagian Tata Kelola Perusahaan, sub bagian Penilaian terhadap Dewan Komisaris dan Direksi. Compliant The policy on self-assessment to evaluate the performance of the Board of is disclosed through the Company Annual Report, in the section on Corporate Governance, sub-section on Assessment on the Board of Commissioners and Board of Directors.	398-399
	4.3 Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. 4.3 The Board of Commissioners shall have the policy related to the resignation of members of the Board of Commissioners if involved in financial crime.	Terpenuhi Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan yang tercantum dalam Anggaran Dasar Perseroan. Compliant The Board of Directors has the policy related to the resignation of members of the Board of Commissioners if involved in financial crime as stated in the Company Articles of Association.	506, 519, 521
	4.4 Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. 4.4 The Board of Commissioners or Committees that carry out the function of Nomination and Remuneration shall prepare the succession policy in the nomination process of members of the Board of Directors	Terpenuhi Dewan Komisaris telah memiliki Komite Nominasi dan Remunerasi yang bertanggungjawab melakukan penyusunan kebijakan suksesi Direksi. Compliant The Board of Commissioners has the Committee of Nomination and Remuneration responsible for preparing the policies on the succession of the Board of Directors.	407-408, 429-433



Prinsip Principle	Rekomendasi Recommendation	Penerapan di Semen Baturaja Application at Semen Baturaja	Halaman Pemenuhan Fulfillment Page
Aspek 3 Aspect 3 Fungsi dan Peran Direksi Function and Role of the Board of Directors			
Prinsip 5 Memperkuat Keanggotaan dan Komposisi Direksi Principle 5 Strengthening the Membership and Composition of the Board of Directors	5.1 Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan. 5.1 Determining the number of members of the Board of Directors shall consider the condition of the Public Company as well as the effectiveness in decision making.	Terpenuhi Penentuan jumlah Direksi telah mempertimbangkan kondisi Perseroan, yang ditetapkan pada RUPST tahun 2021 tanggal 27 Mei 2021 berdasarkan surat dari Menteri Badan Usaha Milik Negara Nomor: SR-362/MBU/05/2021, perihal Usulan Perubahan Pengurus PT Semen Baturaja (Persero) Tbk. Jumlah Direksi Perseroan per tanggal 31 Desember 2021 adalah 5 (lima) orang. Compliant Determining the number of members of the Board of Directors has considered the condition of the Company, as resolved at the 2021 Annual GMS dated 27 May 2021 based on the Letter of the Minister of SOE No. SR-362/MBU/05/2021, regarding the Recommendation for the Changes in the Management of PT Semen Baturaja (Persero) Tbk. Members of the Board of Directors as of 31 December 2021 totaled 5 (five) persons.	356
	5.2 Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. 5.2 Determining the composition of members of the Board of Directors shall consider the diversity of expertise, knowledge and experience required.	Terpenuhi Penentuan komposisi anggota Direksi sesuai persyaratan pengangkatan tercantum di dalam Peraturan OJK Nomor: 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten Atau Perusahaan Publik. Perseroan telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Keberagaman anggota Direksi bisa dilihat pada buku laporan tahunan ini. Compliant Determining the composition of the members of the Board of Directors was in accordance with the appointment requirements stated in the OJK Regulation No. 33/POJK.04/2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies. The Company has considered the diversity of expertise, knowledge and experience required. The diversity of members of the Board of Directors can be seen in this annual report.	376-377
	5.3 Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. 5.3 The Board of Directors that oversees the finance or accounting department shall have the expertise and/or knowledge in the accounting field.	Terpenuhi Direktur Keuangan dan Manajemen Risiko Perseroan adalah seorang ahli keuangan yang berpengalaman serta memiliki latar belakang pendidikan keuangan yaitu lulusan dari Ekonomi Akuntansi Universitas Sriwijaya dan Magister Manajemen Universitas Sriwijaya. Compliant The Director of Finance and Risk Management of the Company is an experienced financial expert with the educational background in finance, namely a graduate in Economic Accounting from Universitas Sriwijaya and with a master's degree in Management from Universitas Sriwijaya.	377
Prinsip 6 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Principle 6 Strengthening the Quality of the Implementation of Duties and Responsibilities of the Board of Directors	6.1 Direksi mempunyai kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Direksi. 6.1 The Board of Directors shall have the policy on self-assessment to evaluate the performance of the Board of Directors	Terpenuhi Direksi telah memiliki kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Direksi yang tercantum dalam Pedoman GCG dan <i>Board Manual</i> . Compliant The Board of Directors has the policy on self-assessment to evaluate the performance of the Board of Directors as stated in the GCG Guidelines and the Board Manual.	369
	6.2 Kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Direksi diungkapkan melalui laporan Tahunan Perusahaan Terbuka. 6.2 The policy on self-assessment to evaluate the performance of the Board of Directors shall be disclosed in the Annual Report of the Public Company.	Terpenuhi Kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Direksi telah diungkapkan melalui Laporan Tahunan Perseroan bagian Tata Kelola Perusahaan sub bagian penilaian terhadap Dewan Komisaris dan Direksi. Compliant The policy on self-assessment to evaluate the performance of the Board of Directors is disclosed in the Annual Report of the Company in section Corporate Governance, sub-section on assessment of the Board of Commissioners and the Board of Directors.	402-403
	6.3 Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. 6.3 The Board of Directors shall have the policy related to resignation of members of the Board of Directors if involved in financial crime.	Terpenuhi Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan yang tercantum dalam Anggaran Dasar Perseroan. Compliant The Board of Directors has the policy related to resignation of members of the Board of Directors if involved in financial crime as stated in the Company Articles of Association.	358, 519, 521

Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka

Implementation of Listed Company's Corporate Governance Guidelines

Prinsip Principle	Rekomendasi Recommendation	Penerapan di Semen Baturaja Application at Semen Baturaja	Halaman Pemenuhan Fulfillment Page
Aspek 4 Aspect 4 Partisipasi Pemangku Kepentingan Participation of Stakeholders			
Prinsip 7 Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan Principle 7 Strengthening of the Corporate Governance Aspect through the Participation of Stakeholders	7.1 Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i> . 7.1 Public Company shall have the policy to prevent the occurrence of insider trading.	Terpenuhi Kebijakan mengenai aspek tata kelola perusahaan terkait insider trading pada prinsipnya telah diatur dalam Pedoman GCG. Compliant The Policy concerning the corporate governance related to insider trading is in principle regulated under the GCG Guidelines.	522
	7.2 Perusahaan Terbuka memiliki kebijakan anti korupsi dan <i>anti-fraud</i> . 7.2 Public Company shall have the policy on anti-corruption and anti-fraud.	Terpenuhi Kebijakan tersebut telah diatur di dalam Pedoman Pengendalian Gratifikasi dan Pedoman Perilaku/ <i>Code of Conduct</i> (CoC) Perseroan. Compliant The policy is regulated in the Guidelines on Gratuity Control and the Code of Conduct.	502 & 512
	7.3 Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. 7.3 Public Company shall have the policy on selecting and increasing the capabilities of suppliers and vendors.	Terpenuhi Proses seleksi pemasok tercantum di SOP Pengadaan Barang dan Jasa Perseroan. Compliant The process of selecting vendors is stated in the Procurement of Goods and Services SOP of the Company.	525
	7.4 Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. 7.4 Public Company shall have the policy on the fulfillment of the rights of creditors.	Terpenuhi Perseroan mengatur kebijakan tentang pemenuhan hak-hak kreditur dalam Pedoman GCG dan Pedoman Perilaku/ <i>Code of Conduct</i> (CoC) Perseroan. Compliant The Company regulates the policy regarding the fulfillment of the rights of creditors in the Code of Conduct of the Company.	497
	7.5 Perusahaan Terbuka memiliki kebijakan sistem <i>whistleblowing</i> . 7.5 Public Company shall have the policy on whistleblowing system.	Terpenuhi Kebijakan sistem whistleblowing diatur di dalam SOP Pelaporan Pelanggaran/ <i>Whistleblowing System</i> (WBS) dan Manual WBS. Compliant The policy on the whistleblowing system is regulated in the Violation Reporting/ <i>Whistleblowing System</i> SOP and the WBS Manual.	515
	7.6 Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. 7.6 Public Company shall have the policy on providing long-term incentives to the Board of Directors and employees.	Terpenuhi Kebijakan insentif jangka panjang kepada Direksi mengacu pada Surat Kementerian BUMN Nomor SR-62/Wk2.MBU.D/10/2021 tanggal 04 Oktober 2021 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Semen Baturaja (Persero) Tbk Tahun 2021 sedangkan untuk karyawan, kebijakan tersebut terdapat dalam Perjanjian Kerja Bersama (PKB). Compliant The policy on long-term incentives for the Board of Directors refers to the Letter of the Minister of SOE No. SR-62/Wk2.MBU.D/10/2021 dated 04 October 2021 regarding the Establishment of Remuneration of the Board of Directors and the Board of Commissioners of PT Semen Baturaja (Persero) Tbk 2021 meanwhile for employees, the policy is stated in the Collective Labor Agreement (PKB).	412



Prinsip Principle	Rekomendasi Recommendation	Penerapan di Semen Baturaja Application at Semen Baturaja	Halaman Pemenuhan Fulfillment Page
Aspek 5 Aspect 5 Keterbukaan Informasi Disclosure of Information			
Prinsip 8 Meningkatkan Pelaksanaan Keterbukaan Informasi Principle 8 Strengthening of the Implementation of Disclosure of Information	8.1 Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi. 8.1 Public Company shall utilize the use of information technology on a wider range other than the website as the media for disclosure of information.	Terpenuhi Selain website, Perseroan memanfaatkan teknologi informasi dan aplikasi media sosial lainnya seperti melalui portal internal, <i>e-mail</i> , Instagram, Twitter, Facebook dan YouTube. Compliant In addition to the website, the Company utilizes information technology and other social media applications such as internal portal, e-mail, Instagram, Twitter, Facebook and YouTube.	489
	8.2 Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali. 8.2 Annual Report of Public Company shall disclose the ultimate owners of the benefits in the shares ownership of Public companies, at the least 5% (five percent), aside from the disclosure of the ultimate owners of the benefits of shares ownership in Public Companies through the major and controlling shareholders.	Terpenuhi Dalam Laporan Tahunan Tahun Buku 2021 telah mengungkapkan Struktur Pemegang Saham dengan Kepemilikan lebih dari 5% per 31 Desember 2021. Compliant In the Annual Report of Fiscal Year 2021 has disclosed the Shareholders Structure with Ownership of More than 5% as of 31 December 2021.	157-161, 309



Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility



PT Semen Baturaja (Persero) Tbk juga menyajikan informasi mengenai tanggung jawab sosial dan lingkungan dalam bentuk Laporan Keberlanjutan pada buku terpisah. Laporan tersebut, sesuai dengan Surat Edaran Otoritas Jasa Keuangan (OJK) No. 16.SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik, dan telah mengacu Peraturan OJK Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.

Silakan merujuk pada Laporan Keberlanjutan 2021 PT Semen Baturaja (Persero) Tbk untuk informasi lebih lengkap tentang berbagai inisiatif dan capaian keberlanjutan Perseroan.

PT Semen Baturaja (Persero) Tbk presents social and environmental responsibility information in its Sustainability Report in a separate book. Following the Circular Letter of the Financial Services Authority (OJK) No. 16.SEOJK.04/2021 regarding the Form and Content of the Annual Report of Issuers or Public Companies. This report has referred to OJK Regulation No. 51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.

For complete information on the various initiatives and achievements of the Company's sustainability, please refer to the 2021 Sustainability Report of PT Semen Baturaja (Persero) Tbk.

Referensi SEOJK Nomor 16/SEOJK.04/2021: Laporan Tahunan Emiten atau Perusahaan Publik

SEOJK No. 16/SEOJK.04/2021: Annual Report of Public Company

Keterangan	Halaman Page	Description
I. Ketentuan Umum		I. General Provision
1. Dalam Surat Edaran Otoritas Jasa Keuangan ini yang dimaksud dengan:	✓	1. In this Financial Services Authority Circular Letter what is meant by:
a. Laporan Tahunan adalah laporan pertanggungjawaban Direksi dan Dewan Komisaris dalam melakukan pengurusan dan pengawasan terhadap emiten atau perusahaan publik dalam kurun waktu 1 (satu) tahun buku kepada rapat umum pemegang saham yang disusun berdasarkan ketentuan dalam Peraturan Otoritas Jasa Keuangan mengenai Laporan Tahunan emiten atau perusahaan publik.	✓	a. The Annual Report is a report on the Board of Directors and Board of Commissioners accountability in managing and supervising issuers or public companies within a period of 1 (one) fiscal year to the general meeting of shareholders prepared based on the provisions of the Financial Services Authority Regulation concerning the Annual Report of issuers or public companies
b. Emiten adalah pihak yang melakukan penawaran umum.	✓	b. Issuers are parties who make public offerings
c. Perusahaan Publik adalah perseroan yang sahamnya telah dimiliki paling sedikit oleh 300 (tiga ratus) pemegang saham dan memiliki modal disetor paling sedikit Rp3.000.000.000,00 (tiga miliar rupiah) atau suatu jumlah pemegang saham dan modal disetor yang ditetapkan oleh Otoritas Jasa Keuangan.	✓	c. A Public Company is a company whose shares are owned by at least 300 (three hundred) shareholders and has a paid-up capital of at least Rp3,000,000,000.00 (three billion rupiah) or a number of shareholders and paid-up capital as determined by the Financial Services Authority
d. Perusahaan Terbuka adalah Emiten yang telah melakukan penawaran umum efek bersifat ekuitas atau Perusahaan Publik.	✓	d. A Public Company is an Issuer that has made a public offering of equity securities or a Publically-listed Company
e. Laporan Keberlanjutan (Sustainability Report) adalah laporan yang diumumkan kepada masyarakat yang memuat kinerja ekonomi, keuangan, sosial, dan lingkungan hidup suatu lembaga jasa keuangan, Emiten, dan Perusahaan Publik dalam menjalankan bisnis berkelanjutan.	✓	e. A Sustainability Report is a report published to the public that contains the economic, financial, social, and environmental performance of a financial service institution, Issuer, and Public Company in running a sustainable business
f. Direksi:		f. Board of Directors:
1) bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Direksi sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	✓	1) For an Issuer or a Public Company in the form of a limited liability company, it is the Board of Directors as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and
2) bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melaksanakan pengurusan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang-undangan mengenai badan hukum tersebut.	✓	2) For an Issuer or a Public Company in the form of a legal entity other than a limited liability company, it is the body that carries out the management of the legal entity as referred to in the laws and regulations concerning the legal entity.
g. Dewan Komisaris:		g. Board of Commissioners:
1) bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Dewan Komisaris sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	✓	1) For an Issuer or a Public Company in the form of a limited liability company, the Board of Commissioners as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and
2) bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melakukan pengawasan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang-undangan mengenai badan hukum tersebut.	✓	2) For the Issuer or Public Company in the form of a legal entity other than a limited liability company, it is the body that supervises the legal entity as referred to in the laws and regulations concerning the legal entity.

Referensi SEOJK Nomor 16/SEOJK.04/2021: Laporan Tahunan Emiten atau Perusahaan Publik

SEOJK No. 16/SEOJK.04/2021: Annual Report of Public Company

Keterangan	Halaman Page	Description
h. Rapat Umum Pemegang Saham yang selanjutnya disingkat RUPS:		h. General Meeting of Shareholders hereinafter abbreviated as GMS:
1) bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah RUPS sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka; dan	√	1) For an Issuer or a Public Company in the form of a limited liability company, it is the GMS as referred to in the Financial Services Authority Regulation concerning the Planning and Organizing of the General Meeting of Shareholders of a Public Company; and
2) bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang mempunyai wewenang yang tidak diberikan kepada organ yang melaksanakan fungsi pengurusan dan fungsi pengawasan, dalam batas yang ditentukan dalam peraturan perundang-undangan dan/atau anggaran dasar yang mengatur badan hukum tersebut.		2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company, it is the body that has authority that is not given to any other body that carries out management and supervisory functions, within the limits specified in the legislation and/or articles of association governing the legal entity.
2. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik.	√	2. The Annual Report of Issuers or Public Companies is an important source of information for investors or shareholders as one of the basic considerations in making investment decisions and a means of supervision of Issuers or Public Companies.
3. Seiring dengan perkembangan pasar modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk menyajikan informasi yang berkualitas, akurat, dan akuntabel melalui Laporan Tahunan Emiten atau Perusahaan Publik.	√	3. Along with the development of the capital market and the increasing need for information disclosure by investors or shareholders, the Board of Directors and the Board of Commissioners are required to present quality, accurate, and accountable information through the Annual Reports of Issuers or Public Companies.
4. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dan pemangku kepentingan dalam memperoleh informasi yang dibutuhkan.	√	4. Annual Reports that are prepared regularly and informatively can provide convenience for investors or shareholders and stakeholders in obtaining the required information.
5. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan dan Laporan Keberlanjutan.		5. This Financial Services Authority Circular is a guideline for Issuers or Public Companies that must be applied in preparing Annual Reports and Sustainability Reports.
II. Bentuk Laporan Tahunan		II. Format of Annual Report
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan salinan dokumen elektronik.	√	1. Annual Report should be presented in the printed format and in electronic document copy..
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	√	2. The printed version of the Annual Report should be printed on light-colored paper of fine quality, in A4 size, bound and can be reproduced in good quality.
3. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami.	√	3. The Annual Report may present information in the form of pictures, graphs, tables, and/or diagrams by including clear titles and/or descriptions, so that they are easy to read and understand.
4. Laporan Tahunan yang disajikan dalam bentuk salinan dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam format pdf.	√	4. The Annual Report presented in electronic document format is the Annual Report converted into pdf format.
III. Isi Laporan Tahunan		III. Content Of Annual Report
1. Laporan Tahunan paling sedikit memuat informasi mengenai:		1. Annual Report should contain at least the following information:
a. Ikhtisar data keuangan penting;	16-17	a. Summary of key financial information;
b. Informasi saham (jika ada);	19-20	b. Stock information (if any);
c. Laporan Direksi;	50-65	c. The Board of Directors report;

Keterangan	Halaman Page	Description
d. Laporan Dewan Komisaris;	38-48	d. The Board of Commissioners report;
e. Profil Emiten atau Perusahaan Publik;	72-175	e. Profile of Issuer or Public Company;
f. Analisis dan pembahasan manajemen;	178-246	f. Management discussion and analysis;
g. Tata kelola Emiten atau Perusahaan Publik;	286-533	g. Corporate governance applied by the Issuer or Public Company;
h. Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;	534	h. Corporate social and environmental responsibility of the Issuer or Public Company;
i. Laporan keuangan tahunan yang telah diaudit; dan	574	i. Audited annual report; and
j. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan;	68-69	j. Statement that the Board of Directors and the Board of Commissioners are fully responsible for the Annual Report;
2. Uraian Isi Laporan Tahunan		2. Description of Content of Annual Report
a. Ikhtisar Data Keuangan Penting	16-17	a. Summary of Key Financial Information
Ikhtisar Data Keuangan Penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:		Summary of Key Financial Information contains financial information presented in comparison with previous 3 (three) fiscal years or since commencement of business if the Issuers or the Public Company commencing the business less than 3 (three) years, at least contain:
1) pendapatan/penjualan;	16	1) income/sales;
2) laba bruto;	16	2) gross profit;
3) laba (rugi);	16	3) profit (loss);
4) jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	16	4) total profit (loss) attributable to equity holders of the parent entity and non-controlling interest;
5) total laba (rugi) komprehensif;	16	5) total comprehensive profit (loss);
6) jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	16	6) total comprehensive profit (loss) attributable to equity holders of the parent entity and non controlling interest;
7) laba (rugi) per saham;	16	7) earning (loss) per share;
8) jumlah aset;	16	8) total assets;
9) jumlah liabilitas;	16	9) total liabilities;
10) jumlah ekuitas;	16	10) total equities;
11) rasio laba (rugi) terhadap jumlah aset;	17	11) profit (loss) to total assets ratio;
12) rasio laba (rugi) terhadap ekuitas;	17	12) profit (loss) to equities ratio;
13) rasio laba (rugi) terhadap pendapatan/penjualan;	17	13) profit (loss) to income ratio;
14) rasio lancar;	17	14) current ratio;
15) rasio liabilitas terhadap ekuitas;	17	15) liabilities to equities ratio;
16) rasio liabilitas terhadap jumlah aset; dan	17	16) liabilities to total assets ratio; and
17) informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya;	17	17) other information and financial ratios relevant to the Issuer or Public Company and type of industry;
b. Informasi Saham	19-20	b. Stock Information
Informasi Saham (jika ada) paling sedikit memuat:		Stock Information (if any) at least contains:
1) saham yang telah diterbitkan untuk setiap masa triwulan (jika ada) yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit meliputi:	19-20	1) shares issued for each three-month period in the last 2 (two) fiscal years (if any), at least covering:
a) jumlah saham yang beredar;	19	a) number of outstanding shares;
b) kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	19	b) market capitalization based on the price at the Stock Exchange where the shares listed on;

Referensi SEOJK Nomor 16/SEOJK.04/2021: Laporan Tahunan Emiten atau Perusahaan Publik

SEOJK No. 16/SEOJK.04/2021: Annual Report of Public Company

Keterangan	Halaman Page	Description
c) harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	19	c) highest share price, lowest share price, closing share price at the Stock Exchange where the shares listed on; and
d) volume perdagangan pada Bursa Efek tempat saham dicatatkan;	19	d) share volume at the Stock Exchange where the shares listed on;
Informasi pada huruf a) diungkap oleh Emiten yang merupakan Perusahaan Terbuka yang sahamnya tercatat maupun tidak tercatat di Bursa Efek;	√	Information in point a) should be disclosed by the Issuer, the public company whose shares is listed or not listed in the Stock Exchange;
Informasi pada huruf b), c), dan huruf d) hanya diungkapkan jika Emiten merupakan Perusahaan Terbuka dan sahamnya tercatat di Bursa Efek;	√	Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;
2) dalam hal terjadi aksi korporasi, seperti pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, dan perubahan nilai nominal saham, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:	21	2) in the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, then the share price referred to in point 1), should be added with explanation on:
a) tanggal pelaksanaan aksi korporasi;	-	a) date of corporate action;
b) rasio pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham	-	b) stock split ratio, reverse stock, dividend, bonus shares, and change in par value of shares;
c) jumlah saham beredar sebelum dan sesudah aksi korporasi; dan	-	c) number of outstanding shares prior to and after corporate action; and
d) jumlah efek konversi yang dilaksanakan (jika ada); dan	-	d) The number of convertible securities exercised (if any); and
e) harga saham sebelum dan sesudah aksi korporasi;	-	e) share price prior to and after corporate action;
3) dalam hal terjadi penghentian sementara perdagangan saham (suspension), dan/atau penghapusan pencatatan saham (delisting) dalam tahun buku, Emiten atau Perusahaan Publik menjelaskan alasan penghentian sementara perdagangan saham (suspension) dan/atau penghapusan pencatatan saham (delisting) tersebut; dan	21	3) in the event that the company's shares were suspended and/or delisted from trading during the year under review, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and
4) dalam hal penghentian sementara perdagangan saham (suspension) dan/atau penghapusan pencatatan saham (delisting) sebagaimana dimaksud pada angka 3) masih berlangsung hingga akhir periode Laporan Tahunan, Emiten atau Perusahaan Publik menjelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (suspension) dan/atau penghapusan pencatatan saham (delisting) tersebut;	-	4) in the event that the suspension and/or delisting as referred to in point 3) was still in effect until the date of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting;
c. Laporan Direksi	50-65	c. The Board of Directors Report
Laporan Direksi paling sedikit memuat:		The Board of Directors Report should at least contain the following items:
1) uraian singkat mengenai kinerja Emiten atau Perusahaan Publik, paling sedikit meliputi:	52-58	1) the performance of the Issuer or Public Company, at least covering:
a) strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	53-54	a) strategy and strategic policies of the Issuer or Public Company;

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b) peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	55	b) Role of the Board of Directors in formulating strategies and strategic policies of Issuers or Public Companies;
c) proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik;	55	c) Process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy;
d) perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan	56-58	d) comparison between achievement of results and targets; and
e) kendala yang dihadapi Emiten atau Perusahaan Publik;	52-53	e) challenges faced by the Issuer or Public Company;
2) gambaran tentang prospek usaha;	59	2) description on business prospects;
3) penerapan tata kelola Emiten atau Perusahaan Publik; dan	60-61	3) implementation of good corporate governance by Issuer or Public Company; and
4) perubahan komposisi anggota Direksi dan alasan perubahannya (jika ada);	65	4) changes in the composition of the Board of Directors and the reason behind (if any);
d. Laporan Dewan Komisaris	38-48	d. The Board of Commissioners Report
Laporan Dewan Komisaris paling sedikit memuat:		The Board of Commissioners Report should at least contain the following items:
1) Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik;	41-42	1) Assessment on the performance of the Board of Directors in managing the Issuer or the Public Company;
2) Pengawasan terhadap implementasi strategi Emiten atau Perusahaan Publik;	43	2) Supervision on the implementation of the strategy of the Issuer or Public Company;
3) Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi;	44	3) View on the business prospects of the Issuer or Public Company as established by the Board of Directors;
4) Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik;	45	4) View on the implementation of the corporate governance by the Issuer or Public Company;
5) Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya (jika ada); dan	47-48	5) Changes in the composition of the Board of Commissioners and the reason behind (if any); and
e. Profil Emiten atau Perusahaan Publik	72-175	e. Profile of the Issuer or Public Company
Profil Emiten atau Perusahaan Publik paling sedikit memuat:		Profile of the Issuer or Public Company should cover at least:
1) Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;	72	1) Name of Issuer or Public Company, including change of name, reason of change, and the effective date of the change of name during the year under review;
2) Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:	72-73	2) access to Issuer or Public Company, including branch office or representative office, where public can have access of information of the Issuer or Public Company, which include:
a) Alamat;	✓	a) Address;
b) Nomor telepon;	✓	b) Telephone number;
c) Nomor faksimile;	✓	c) Facsimile number;
d) Alamat surat elektronik; dan	✓	d) E-mail address; and
e) Alamat Situs Web;	✓	e) Website address;
3) Riwayat singkat Emiten atau Perusahaan Publik;	74-77	3) Brief history of the Issuer or Public Company;
4) Visi dan misi Emiten atau Perusahaan Publik;	84	4) Vision and mission of the Issuer or Public Company;
5) Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan;	78-83	5) Line of business according to the latest Articles of Association, and types of products and/or services produced;

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6) Wilayah operasional Emiten atau Perusahaan Publik;	167	6) Operational area of the Issuer or Public Company
7) Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi, disertai dengan nama dan jabatan;	90-95	7) Structure of organization of the Issuer or Public Company in chart form, at least 1 (one) level below the Board of Directors, with the names and titles;
8) daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan	168	8) List of industry association memberships both on a national and international scale related to the implementation of sustainable finance;
9) Profil Direksi, paling sedikit memuat:	103-107	9) The Board of Directors profiles include:
a) Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;	√	a) Name and short description of duties and functions;
b) Foto terbaru;	√	b) Latest photograph;
c) Usia;	√	c) Age;
d) Kewarganegaraan;	√	d) Citizenship;
e) Riwayat pendidikan;	√	e) Education;
f) Riwayat jabatan, meliputi informasi:	√	f) history position, covering information on:
(1) Dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;	√	(1) Legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;
(2) Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	(2) Dual position, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(3) Working experience and period in and outside the Issuer or Public Company;
g) hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi;	√	g) Affiliation with other members of the Board of Directors, members of the Board of Commissioners, majority and controlling shareholders, either directly or indirectly to individual owners, including names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and
h) perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;	65	h) Changes in the composition of the members of the Board of Directors and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this matter shall be disclosed;
10) Profil Dewan Komisaris, paling sedikit memuat:	98-102	10) The Board of Commissioners profiles, at least include:
a) Nama;	√	a) Name;
b) Foto terbaru;	√	b) Latest photograph;
c) Usia;	√	c) Age;
d) Kewarganegaraan;	√	d) Citizenship;
e) Riwayat pendidikan;	√	e) Education;
f) Riwayat jabatan, meliputi informasi:	√	f) History position, covering information on:
(1) Dasar hukum penunjukan sebagai anggota Dewan Komisaris yang bukan merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan;	√	(1) Legal basis for the appointment as member of the Board of Commissioners who is not Independent Commissioner at the said Issuer or Public Company;

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(2) Dasar hukum penunjukan pertama kali sebagai anggota Dewan Komisaris yang merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan;	√	(2) Legal bases for the first appointment as member of the Board of Commissioners who also Independent Commissioner at the said Issuer or Public Company;
(3) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	(3) Dual position; as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee and other position (if any); and
(4) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(4) Working experience and period in and outside the Issuer or Public Company;
g) Hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafilias	√	g) Affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners, including names of affiliated parties; In the event that a member of the Board of Commissioners has no affiliation, the Issuer or Public Company shall disclose this matter;
h) Pernyataan independensi Komisaris Independen dalam hal Komisaris Independen telah menjabat lebih dari 2 (dua) periode (jika ada);	-	h) Statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed more than 2 (two) periods (if any);
i) Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut;	47-48	i) Changes in the composition of the members of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;
11) Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	√	11) In the event that there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year-end until the date the Annual Report submitted, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report;
12) Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku;	110-111	12) Number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the fiscal year; Disclosure of information can be presented in tabular form.
13) Nama pemegang saham dan persentase kepemilikan pada akhir tahun buku, yang terdiri dari:	157-161	13) Names of shareholders and ownership percentage at the end of the fiscal year, including:
a) Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik;	158	a) Shareholders having 5% (five percent) or more shares of Issuer or Public Company;
b) Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik; dan	160-161	b) Commissioners and Directors who own shares of the Issuers or Public Company; and
c) Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham emiten atau perusahaan publik;	158	c) Groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuers or Public Company;

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14) Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris;	161	14) The percentage of indirect ownership of the shares of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the fiscal year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and members of the Board of Commissioners;
15) Jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:	159-160	15) Number of shareholders and ownership percentage at the end of the fiscal year, based on:
a) Kepemilikan institusi lokal;	159-160	a) Ownership of local institutions;
b) Kepemilikan institusi asing;	159-160	b) Ownership of foreign institutions;
c) Kepemilikan individu lokal; dan	159-160	c) Ownership of local individual; and
d) Kepemilikan individu asing;	159-160	d) Ownership of foreign individual;
16) Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	161	16) Information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;
17) Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas, beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi Emiten atau Perusahaan Publik tersebut (jika ada);	164-166	17) Name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company (if any);
Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut;	√	For subsidiaries, include the addresses of the said subsidiaries;
18) Kronologi pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama Bursa Efek dimana saham Emiten atau Perusahaan Publik dicatatkan (jika ada);	162	18) Chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the Issuers of Public Company shares are listed;
19) Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbil hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada);	163	19) Other securities listing information other than the securities as referred to in number 18), which have not yet matured in the fiscal year, at least contain the name of the securities, year of issue, interest rate/yield, maturity date, offering value, and securities rating (if any);
20) Informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi:	170	20) Information on the use of a Public Accountant (AP) and a Public Accounting firm (KAP) services and their networks/associations/alliances include:
a) nama dan alamat;	√	a) name and address;
b) periode penugasan;	√	b) period of assignment;
c) informasi jasa audit dan/atau non audit yang diberikan;	√	c) informasi jasa audit dan/atau non audit yang diberikan;
d) biaya jasa (fee) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	√	d) Audit and/or non-audit fees for each assignment given during the fiscal year; and
e) dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan	-	e) In the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed; and
21) Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP;	171	21) Name and address of capital market supporting institutions and/or professionals other than AP and KAP

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f. Analisis dan Pembahasan Manajemen	178-246	f. Management Discussion and Analysis
Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:		Management Analysis and Discussion Annual should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:
1) Tinjauan operasi per segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:	180-187	1) Operational review per business segment, according to the type of industry of the Issuer or Public Company including:
a) Produksi, yang meliputi proses, kapasitas, dan perkembangannya;	184	a) Production, including process, capacity, and growth;
b) Pendapatan/penjualan; dan	185	b) Income/sales; and
c) Profitabilitas;	186	c) Profitability;
2) Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai:	188-207	2) comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning:
a) Aset lancar, aset tidak lancar, dan total aset;	189-192	a) Current assets, non-current assets, and total assets;
b) Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;	193-195	b) Short term liabilities, long term liabilities, total liabilities;
c) Ekuitas;	195-196	c) Equities;
d) Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan	196-204	d) Sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and
e) Arus kas	205-207	e) Cash flows
3) Kemampuan membayar utang dengan menyajikan perhitungan rasio yang relevan;	210	3) The capacity to pay debts by including the computation of relevant ratios;
4) Tingkat kolektibilitas piutang emiten atau perusahaan publik dengan menyajikan perhitungan rasio yang relevan;	211	4) Accounts receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;
5) Struktur modal (capital structure) dan kebijakan manajemen atas struktur modal (capital structure) tersebut disertai dasar penentuan kebijakan dimaksud;	212-214	5) Capital structure and management policies concerning capital structure, including the basis for determining the said policy;
6) Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit meliputi:	215	6) discussion on material ties for the investment of capital goods, including the explanation on at least:
a) Tujuan dari ikatan tersebut;	-	a) The purpose of such ties;
b) Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	-	b) Source of funds expected to fulfill the said ties;
c) Mata uang yang menjadi denominasi; dan	-	c) Currency of denomination; and
d) Langkah yang direncanakan emiten atau perusahaan publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	-	d) Steps taken by the Issuer of Public Company to protect the position of a related foreign currency against risks;
7) Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit meliputi:	215	7) Discussion on investment of capital goods which was realized in the last fiscal year, at least include:
a) Jenis investasi barang modal;	215	a) Type of investment of capital goods;
b) Tujuan investasi barang modal; dan	215	b) Objective of the investment of capital goods; and
c) Nilai investasi barang modal yang dikeluarkan;	215	c) Value of the investment of capital goods;

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8) Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	220	8) Material Information and facts that occurring after the date of the accountant's report (if any);
9) Prospek usaha dari emiten atau perusahaan publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	221-222	9) Information on the prospects of the Issuer or the Company in connection with industry, economy in general, accompanied with supporting quantitative data if there is a reliable data source;
10) Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:	216-218	10) Comparison between target/projection at beginning of year and result (realization), concerning:
a) Pendapatan/penjualan;	√	a) Income/sales;
b) Laba (rugi);	√	b) Profit (loss);
c) Struktur modal (capital structure);	√	c) Capital structure; or
d) Kebijakan dividen; atau	√	d) Dividend policy; or
e) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	e) Others that deemed necessary for the Issuer or Public Company;
11) Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	218-219	11) Target/projection at most for the next one year of the Issuer or Public Company, concerning:
a) Pendapatan/penjualan;	√	a) Income/sales;
b) Laba (rugi);	√	b) Profit (loss);
c) Struktur modal (capital structure);	√	c) Capital structure; or
d) Kebijakan dividen; atau	√	d) Dividend policy;
e) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	e) Or others that deemed necessary for the Issuer or Public Company;
12) Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	222-225	12) Marketing aspects of the company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;
13) Uraian mengenai dividen selama 2 (dua) tahun buku terakhir (jika ada), paling sedikit:	226-227	13) Description regarding the dividend policy during the last 2 (two) fiscal years, at least:
a) Kebijakan dividen;	226-227	a) Dividend policy;
b) Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas;	227	b) The date of the payment of cash dividend and/or date of distribution of non-cash dividend;
c) Jumlah dividen per saham (kas dan/atau non kas); dan	227	c) Amount of cash per share (cash and/or non cash); and
d) Jumlah dividen per tahun yang dibayar;	227	d) Amount of dividend per year paid;
Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut.		Disclosure of information can be presented in tabular form. In the event that the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.
14) Realisasi penggunaan dana hasil Penawaran Umum, dengan ketentuan:	230	14) Use of proceeds from Public Offerings, under the condition of:
a) Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil Penawaran Umum secara kumulatif sampai dengan akhir tahun buku; dan	-	a) during the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and
b) Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut;	-	b) In the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, then Issuer should explain the said changes;

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15) Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi Afiliasi, dan transaksi yang mengandung benturan kepentingan, yang terjadi pada tahun buku, antara lain memuat:	238, 231-235	15) Material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, among others include:
a) Tanggal, nilai, dan objek transaksi;	-	a) Transaction date, value, and object;
b) Nama pihak yang melakukan transaksi;	231-233	b) Name of transacting parties;
c) Sifat hubungan Afiliasi (jika ada);	231-233	c) Nature of related parties (if any);
d) Penjelasan mengenai kewajaran transaksi; dan	235	d) Description of the fairness of the transaction; and
e) Pemenuhan ketentuan terkait;	235	e) Compliance with related rules and regulations;
f) dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi:	235	f) In the event that there is an affiliation relationship, apart from disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information:
1) Pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (arms-length principle); dan	235	1) A statement from the Board of Directors that the affiliate transaction has gone through adequate procedures to ensure that the affiliate transaction is carried out in accordance with generally accepted business practices, by complying with the arms-length principle; and
2) Peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (arms-length principle);	235	2) The role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, by complying with the arms-length principle;
g) Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut.	235	g) For affiliated transactions or material transactions which are business activities carried out to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation is added that the affiliated transactions or material transactions are business activities carried out to generate operating income, and run regularly, repeatedly, and/or continuously;
h) Untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut;	-	h) For disclosure of affiliated transactions and/or conflict of interest transactions resulting from the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/or conflict of interest transactions is added;
i) Dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;	231	i) In the event that there is no affiliated transaction and/or conflict of interest transaction, then this shall be disclosed;

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16) Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	236	16) Changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and
17) Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada);	237	17) Changes in the accounting policy, rationale and impact on the financial statement (if any);
g. Tata Kelola Emiten atau Perusahaan Publik	246-483	g. Corporate Governance of the Issuer or Public Company
Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:		Corporate Governance of the Issuer or Public Company contains at least:
1) RUPS, paling sedikit memuat:	310-334	1) GMS, at least contains:
a) Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi:	√	a) Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year prior to the fiscal year include:
1) keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan	√	1) Resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year realized in the fiscal year; and
2) keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan;	√	2) Resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year that have not been realized and the reasons for not realizing them;
b) dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut;	√	b) In the event that the Issuer or Public Company uses an independent party in the conduct of the GMS to calculate the votes, then this matter shall be disclosed;
2) Direksi, mencakup antara lain:	355-371	2) The Board of Directors, covering:
a) Tugas dan tanggung jawab masing-masing anggota Direksi;	363-367	a) The tasks and responsibilities of each member of the Board of Directors;
b) Pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi;	367-369	b) Statement that the Board of Directors has already have board manual or charter;
c) Kebijakan dan pelaksanaan tentang frekuensi rapat Direksi, termasuk rapat bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk tingkat kehadiran dalam RUPS;	386-397	c) Policies and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, and the level of attendance of members of the Board of Directors in the meeting including attendance at the GMS;
d) pelatihan dan/atau peningkatan kompetensi anggota Direksi:	371, 150-152	d) Training and/or competency development of members of the Board of Directors:
(1) kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan	371	(1) Policies for training and/or improving the competence of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and
(2) pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada);	371, 150-152	(2) Training and/or competency improvement attended by members of the Board of Directors in the fiscal year (if any);

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e) penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat:	371	e) The Board of Directors' assessment of the performance of the committees that support the implementation of the Board of Directors' duties for the fiscal year shall at least contain:
(1) prosedur penilaian kinerja; dan	371	(1) Performance appraisal procedures; and
(2) kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	371	(2) The criteria used are performance achievements during the fiscal year, are competence and attendance at meetings; and
f) dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.	371	f) In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this matter shall be disclosed.
3) Dewan Komisaris, mencakup antara lain:		3) The Board of Commissioners, among others include:
a) Tugas dan tanggung jawab Dewan Komisaris;	337-343	a) Duties and responsibilities of the Board of Commissioners;
b) Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (charter) Dewan Komisaris;	344-345	b) Statement that the Board of Commissioner has already have the board manual or charter;
c) Kebijakan dan pelaksanaan tentang frekuensi rapat Dewan Komisaris, termasuk rapat bersama Direksi, dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk tingkat kehadiran dalam RUPS;;	379-385, 390-397	c) Policies and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners in these meetings including attendance at the GMS;
d) pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris:	349-350, 150	d) Training and/or competency improvement of members of the Board of Commissioners:
(1) kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan	349-350	(1) Policy on competency training and/or development of members of the Board of Commissioners, including orientation programs for newly appointed members of the Board of Commissioners (if any); and
(2) pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada);	350, 150	(2) Competency training and/or development attended by members of the Board of Commissioners in the fiscal year (if any);
e) penilaian terhadap kinerja anggota Direksi dan anggota Dewan Komisaris dan pelaksanaannya, paling sedikit memuat:	398-406	e) The assessment on the performance of the Board of Directors and Board of Commissioners and the implementation, at least covering:
(1) Prosedur pelaksanaan penilaian kinerja;	399, 403	(1) procedure for the implementation of performance assessment;
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	398-399, 402-403	(2) Criteria used are performance achievements during the fiscal year, competency and attendance at meetings; and
(3) Pihak yang melakukan penilaian;	399, 403	(3) Assessor;
f) penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi:	348-349	f) Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the fiscal year includes:
(1) prosedur penilaian kinerja; dan	348-349	(1) Performance appraisal procedures; and

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(2) kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat;	348-349	(2) The criteria used are performance achievements during the fiscal year, competency and attendance at meetings;
4) Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat:		4) The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:
a) prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan	407-408	a) Nomination procedure, including a brief description of the policies and process for nomination of members of the Board of Directors and/or members of the Board of Commissioners; and
b) prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain:	409-415	b) Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, among others:
(1) prosedur penetapan remunerasi Direksi dan Dewan Komisaris;	409-412	(1) Procedures for determining remuneration for the Board of Directors and the Board of Commissioners;
(2) struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan	413-415	(2) The remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and
(3) besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris;	413-415	(3) The amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners
5) Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:	-	5) Sharia Supervisory Board, for Issuer or Public Company that conduct business based on sharia law, as stipulated in the articles of association, at least containing:
a) nama;	-	a) name;
b) dasar hukum pengangkatan dewan pengawas syariah;	-	b) Legal basis for the appointment of the sharia supervisory board;
c) periode penugasan dewan pengawas syariah;	-	c) Period of assignment of the sharia supervisory board;
d) tugas dan tanggung jawab Dewan Pengawas Syariah; dan	-	d) duty and responsibility of Sharia Supervisory Board; and
e) frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan Prinsip Syariah di Pasar Modal terhadap Emiten atau Perusahaan Publik;	-	e) frequency and procedure in providing advice and suggestion, as well as the compliance of Sharia Principles by the Issuer or Public Company in the Capital Market;
6) Komite Audit, mencakup antara lain:	419-428	6) Audit Committee, among others covering:
a) Nama dan jabatannya dalam keanggotaan komite;	422-423	a) Name and position in the committee;
b) Usia;	422-423	b) Age;
c) Kewarganegaraan;	422-423	c) Citizenship;
d) Riwayat pendidikan;	422-423	d) Education background;
e) Riwayat jabatan, meliputi informasi:	422-423	e) History of position; including:
(1) Dasar hukum untuk pengangkatan sebagai anggota komite;	371-373	(1) Legal basis for appointment as committee member;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	422-423	(2) Dual position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	422-423	(3) working experience and period in and outside the Issuer or Public Company;

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f) Periode dan masa jabatan anggota Komite Audit;	421	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi Komite Audit;	424	g) statement of independence of the Audit Committee;
h) Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	428, 152-153	h) Training and/or competency improvement that have been followed in the fiscal year (if any);
i) Kebijakan dan pelaksanaan tentang frekuensi rapat Komite Audit dan tingkat kehadiran anggota Komite Audit dalam rapat tersebut;	428	i) Policies and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members in those meetings; and
j) Pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) Komite Audit;	427	j) the activities of the Audit Committee in the year under review, in accordance with the Audit Committee Charter;
7) Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat:	430-434	7) The nomination and remuneration committee or function of the Issuer or Public Company, at least containing:
a) Nama dan jabatannya dalam keanggotaan komite;	432	a) Name and position in committee membership;
b) Usia;	432	b) Age;
c) Kewarganegaraan;	432	c) Nationality;
d) Riwayat pendidikan;	432	d) Educational history;
e) Riwayat jabatan, meliputi informasi:	432	e) Position history, including information on:
(1) Dasar hukum penunjukan sebagai anggota komite;	432	(1) Legal basis for appointment as committee member;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	432	(2) Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	432	(3) Work experience and period of time both inside and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite;	432	f) Period and term of office of the committee members;
g) Pernyataan independensi komite;	433	g) Statement of committee independence;
h) Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	434, 153-154	h) Training and/or competency improvement that have been followed in the fiscal year (if any);
i) Uraian tugas dan tanggung jawab;	432-433	i) Description of duties and responsibilities;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite;	432	j) A statement that it has a guideline or charter;
k) Kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut;	434	k) Policies and implementation of the frequency of meetings and the level of attendance of members at the meeting;
l) uraian singkat pelaksanaan kegiatan pada tahun buku; dan	433-434	l) Brief description of the implementation of activities in the fiscal year; and
m) dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan:	-	m) In the event that no nomination and remuneration committee is formed, the Issuer or Public Company is sufficient to disclose the information as referred to in letter i) to letter l) and disclose:
(1) alasan tidak dibentuknya komite; dan	-	(1) Reasons for not forming the committee; and

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(2) pihak yang melaksanakan fungsi nominasi dan remunerasi;	-	(2) The party carrying out the nomination and remuneration function;
8) Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat:	435-442	8) Other committees owned by Issuers or Public Companies in order to support the functions and tasks of the Board of Directors (if any) and / or committees that support the functions and duties of the Board of Commissioners, the least contains:
a) Nama dan jabatannya dalam keanggotaan komite;	437-439	a) Name and position in the Committee;
b) Usia;	437-439	b) Age;
c) Kewarganegaraan;	437-439	c) Citizenship;
d) Riwayat pendidikan;	437-439	d) Education background;
e) Riwayat jabatan, meliputi informasi:	437-439	e) History of position, including:
(1) Dasar hukum penunjukan sebagai anggota komite;	437-439	(1) Legal basis for the appointment as member of the committee;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	437-439	(2) Dual position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	437-439	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite;	436	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi komite;	440	g) Statement of committee independence;
h) Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	442, 154	h) Training and/or competency improvement that have been followed in the fiscal year (if any); and
i) Uraian tugas dan tanggung jawab;	439-440	i) Description of duties and responsibilities;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite;	439	j) A statement that the committee has had guidelines or charters;
k) Kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut;	441-442	k) Policies and implementation of the frequency of committee meetings and the level of attendance of committee members at the meeting; and
l) uraian singkat pelaksanaan kegiatan pada tahun buku; dan	442	l) A brief description of the committee's activities for the fiscal year;
9) Sekretaris Perusahaan, mencakup antara lain:	443-448	9) Corporate Secretary, including:
a) nama;	445	a) name;
b) domisili;	445	b) domicile;
c) riwayat jabatan, meliputi informasi:	445	c) history of position, including:
(1) dasar hukum penunjukan sebagai Sekretaris Perusahaan; dan	445	(1) legal basis for the appointment as Corporate Secretary; and
(2) pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	445	(2) working experience and period in and outside the Issuer or Public Company;
d) riwayat pendidikan;	445	d) education background;
e) pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; dan	448, 155	e) education and/or training during the year under review; and
f) uraian singkat pelaksanaan tugas Sekretaris Perusahaan pada tahun buku;	446-447	f) brief description on the implementation of duties of the Corporate Secretary in the year under review;

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10) Unit Audit Internal, mencakup antara lain:	449-456	10) Internal Audit Unit, among others including:
a) Nama kepala Unit Audit Internal;	451	a) Name of Head of Internal Audit Unit;
b) Riwayat jabatan, meliputi informasi:	451	b) History of position, including:
(1) Dasar hukum penunjukan sebagai Kepala Audit Internal; dan	451	(1) Legal basis for the appointment as Head of Internal Audit Unit; and
(2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	451	(2) Working experience and period in and outside the Issuer or Public Company;
c) Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	453	c) Qualification or certification as internal auditor (if any);
d) Pendidikan dan/atau pelatihan yang diikuti dalam tahun buku;	453, 155-156	d) Education and/or training during the year under review;
e) Struktur dan kedudukan Unit Audit Internal;	449	e) Structure and position of Internal Audit Unit;
f) Uraian tugas dan tanggung jawab;	451-452	f) Description of duties and responsibilities;
g) Pernyataan bahwa telah memiliki pedoman atau piagam (charter) Unit Audit Internal; dan	453-454	g) Statement that the Internal Audit Unit has already have Internal Audit Unit charter; and
h) Uraian singkat pelaksanaan tugas Unit Audit Internal pada tahun buku;	455	h) Brief description on the implementation of duty of Internal Audit Unit during the year under review;
11) Uraian mengenai sistem pengendalian internal (internal control) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	457-460	11) Description on internal control system adopted by the Issuer or Public Company, at least covering:
a) Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; dan	457	a) Financial and operational control, and compliance to the other prevailing rules; and
b) Tinjauan atas efektivitas sistem pengendalian internal;	459-460	b) Review on the effectiveness of internal control systems;
c) Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	460	c) Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;
12) Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	470-481	12) Risk management system implemented by the company, at least includes:
a) Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;	470-471	a) General description about the company's risk management system the Issuer or Public Company;
b) Jenis risiko dan cara pengelolaannya; dan	473-475	b) Types of risk and the management; and
c) Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik;	480	c) Review the effectiveness of the risk management system applied by the Issuer or Public Company;
d) Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	481	d) Statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;
13) Perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), antara lain meliputi:	491	13) Legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), at least contain:
a) Pokok perkara/gugatan;	491	a) Substance of the case/claim;
b) Status penyelesaian perkara/gugatan; dan	491	b) Status of settlement of case/claim; and
c) Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	491	c) Potential impacts on the condition of the Issuer or Public Company;

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Keterangan	Halaman Page	Description
14) Informasi tentang sanksi administratif yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas Pasar Modal dan otoritas lainnya pada tahun buku (jika ada);	492	14) information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);
15) Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:	493-502	15) information about codes of conduct of the Issuer or Public Company, includes:
a) Pokok-pokok kode etik;	495-499	a) Key points of the code of conduct;
b) Bentuk sosialisasi kode etik dan upaya penegakannya; dan	499-500	b) Socialization of the code of conduct and enforcement; and
c) Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	499	c) Statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;
16) Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP); Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP), informasi yang diungkapkan paling sedikit memuat:	228-230	16) A brief description of the policy of providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (MSOP) and/or program employee stock ownership (ESOP);
a) jumlah saham dan/atau opsi;	228-230	a) Number of shares and/or options;
b) jangka waktu pelaksanaan;	228-230	b) Implementation period;
c) persyaratan karyawan dan/atau manajemen yang berhak; dan	228-230	c) Requirements for eligible employees and/or management; and
d) harga pelaksanaan atau penentuan harga pelaksanaan;	228-230	d) Exercise price or determination of exercise price;
17) Uraian singkat mengenai kebijakan pengungkapan informasi mengenai:	378	17) A brief description of the information disclosure policy regarding:
a) Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan	378	a) Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and
b) Pelaksanaan atas kebijakan dimaksud;	378	b) Implementation of the policy;
18) Uraian mengenai sistem pelaporan pelanggaran (whistleblowing system) di Emiten atau Perusahaan Publik (jika ada), antara lain meliputi:	516-522	18) Description of whistleblowing system at the Issuer or Public Company (if any), among others include:
a) Cara penyampaian laporan pelanggaran;	517	a) Mechanism for violation reporting;
b) Perlindungan bagi pelapor;	519	b) Protection for the whistleblower;
c) Penanganan pengaduan;	520-521	c) Handling of violation reports;
d) Pihak yang mengelola pengaduan; dan	520	d) Unit responsible for handling of violation report; and
e) Hasil dari penanganan pengaduan, paling sedikit meliputi:	522	e) Results from violation report handling, at least includes:
(1) Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan	522	(1) Number of complaints received and processed during the fiscal year; and

Keterangan	Halaman Page	Description
(2) Tindak lanjut pengaduan;	522	(2) Follow up of complaints;
19) Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat:	503-512	19) A description of the anti-corruption policy of the Issuer or Public Company, at least containing:
a) program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (kickbacks), fraud, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan	507	a) Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratification in Issuers or Public Companies; and
b) pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik;	507-508	b) Anti-corruption training/socialization to employees of Issuers or Public Companies;
20) Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi:	528-533	20) Implementation of the Guidelines of Corporate Governance for Public Companies for Issuer issuing Equity-based Securities or Public Company, including:
a) pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau	528-533	a) statement regarding recommendation that have been implemented; and/or
b) penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada);	528-533	b) description of recommendation that have not been implemented, along with the reason and alternatives of implementation (if any);
h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik	534	h. Social and Environmental Responsibility of the Issuer or Public Company
1) Informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan (Sustainability Report) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, paling sedikit memuat:		1) The information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, at least includes:
a) penjelasan strategi keberlanjutan;		a) Explanation of the sustainability strategy;
b) ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup);		b) Overview of sustainability aspects (economic, social, and environmental);
c) profil singkat Emiten atau Perusahaan Publik;		c) Brief profile of the Issuer or Public Company;
d) penjelasan Direksi;		d) Explanation of the Board of Directors;
e) tata kelola keberlanjutan;		e) Sustainability governance;
f) kinerja keberlanjutan;		f) Sustainability performance;
g) verifikasi tertulis dari pihak independen, jika ada;		g) Written verification from an independent party, if any;
h) lembar umpan balik (feedback) untuk pembaca, jika ada; dan		h) Feedback sheet for readers, if any; and
i) tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;		i) The response of the Issuer or Public Company to the previous year's report feedback;
2) Laporan Keberlanjutan sebagaimana dimaksud pada angka 1), harus disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan (Sustainability Report) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;		2) The Sustainability Report as referred to in number 1) must be prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as contained in Appendix II which is an integral part of this Financial Services Authority Circular Letter;
3) Informasi Laporan Keberlanjutan (Sustainability Report) pada angka 1) dapat:		3) Information on the Sustainability Report in number 1) can:

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Keterangan	Halaman Page	Description
a) diungkapkan pada bagian lain yang relevan di luar bagian tanggung jawab sosial dan lingkungan, seperti penjelasan Direksi terkait Laporan Keberlanjutan diungkapkan dalam bagian terkait Laporan Direksi; dan/atau		a) Disclosed in other relevant sections outside the Social and Environmental Responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the section related to the Directors' Report; and/or
b) merujuk pada bagian lain di luar bagian tanggung jawab sosial dan lingkungan dengan tetap mengacu pada Pedoman Teknis Penyusunan Laporan Keberlanjutan (Sustainability Report) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini, seperti profil Emiten atau Perusahaan Publik;		b) Refers to other sections outside the Social and Environmental Responsibility section by still referring to the Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter, such as the profile of the Issuer or Public Company;
4) Laporan Keberlanjutan (Sustainability Report) sebagaimana dimaksud pada angka 1) merupakan bagian yang tidak terpisahkan dari Laporan Tahunan namun dapat disajikan secara terpisah dengan Laporan Tahunan;		4) The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report;
5) Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, informasi yang diungkapkan dalam Laporan Keberlanjutan dimaksud harus:		5) In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the Sustainability Report must:
a) memuat seluruh informasi sebagaimana dimaksud pada angka 1); dan		a) Contains all the information as referred to in number 1); and
b) disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan (Sustainability Report) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;		b) Prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter;
6) Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, maka dalam bagian tanggung jawab sosial dan lingkungan memuat informasi bahwa informasi mengenai tanggung jawab sosial dan lingkungan telah diungkapkan dalam Laporan Keberlanjutan yang disajikan secara terpisah dari Laporan Tahunan; dan		6) In the event that the Sustainability Report is presented separately from the Annual Report, then the Social and Environmental Responsibility section contains information that information on Social and Environmental Responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report; and
7) Penyampaian Laporan Keberlanjutan (Sustainability Report) yang disajikan secara terpisah dengan Laporan Tahunan harus disampaikan bersamaan dengan penyampaian Laporan Tahunan.		7) Submission of the Sustainability Report which is presented separately from the Annual Report must be submitted together with the Annual Report.
i Laporan Keuangan Tahunan yang Telah Diaudit	574	i Audited Annual Financial Statement

Keterangan	Halaman Page	Description
Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia dan telah diaudit oleh Akuntan. Laporan keuangan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai laporan berkala Perusahaan Efek dalam hal Emiten merupakan Perusahaan Efek; dan		Financial Statements included in Annual Report should be prepared in accordance with the Financial Accounting Standards in Indonesia and audited by an Accountant. The said financial statement should be included with statement of responsibility for financial report as stipulated in the legislations in the Capital Markets sector governing the responsibility of the Board of Directors on the financial report or the legislations in the Capital Markets sector governing the periodic reports of securities company in the event the Issuer is a Securities Company; and
j Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan	68-69	j Letter of Statement of the Board of Directors and the Board of Commissioners regarding the Responsibility for Annual Reporting
Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.		Letter of statement of the Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting should be prepared according to the format of letter of statement of member of Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting as attached in the Attachment, which is an integral part of this Circulation Letter of the Financial Services Authority.

Kriteria Annual Report Awards

Annual Report Awards Criteria

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
I.	Umum		I. General
1	Laporan tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris	✓	1 The Annual Report shall be written in good and correct Indonesian, and is recommended to be presented in English
2	Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca	✓	2 The Annual Report shall be printed with good quality using readable type and size of fonts
3	Laporan tahunan mencantumkan identitas perusahaan dengan jelas	✓	3 The Annual Report shall present clear identity of the company
4	Nama perusahaan dan tahun annual report ditampilkan di:	✓	4 Company name and the annual report financial year shall be presented on:
	a. Sampul muka;	✓	a. Front Cover;
	b. Sampul belakang;	✓	b. Side Cover;
	c. Sampul belakang; dan	✓	c. Back Cover; and
	d. Setiap halaman.	✓	d. Every page
5	Laporan tahunan ditampilkan di <i>website</i> perusahaan, mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir.	✓	5 The Annual Report shall be posted in the company's website, including the latest annual report as well as those for the last four years, at least.
II.	Ikhtisar Data Keuangan Penting		II. Key Financial Highlights
1	Informasi hasil usaha perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun, informasi memuat antara lain:	16	1 Income statement in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years, information contains the following:
	a. Penjualan/pendapatan usaha;	16	a. Income;
	b. Laba (rugi):	16	b. Profit (loss):
	• Diatribusikan kepada pemilik entitas induk; dan	16	• Attributable to equity holders of the parent entity; and
	• Diatribusikan kepada kepentingan nonpengendali;	16	• Attributable to non controlling interest;
	c. Penghasilan komprehensif periode berjalan:	16	c. Total comprehensive profit (loss):
	• Diatribusikan kepada pemilik entitas induk; dan	16	• Attributable to equity holders of the parent entity; and
	• Diatribusikan kepada kepentingan nonpengendali; dan	16	• Attributable to non controlling interest;
	d. Laba (rugi) per saham.	16	d. Earning (loss) per share.
	Catatan: Apabila perusahaan tidak memiliki entitas anak, perusahaan menyajikan laba (rugi) dan penghasilan komprehensif periode berjalan secara total.		Note: If the company does not have subsidiaries, the profit (loss) and other comprehensive income is presented in total.
2	Informasi posisi keuangan perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun. Informasi memuat antara lain:	16	2 Financial position in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years. Information contains the following:
	a. Jumlah investasi pada entitas asosiasi;	-	a. Total investment on associates;
	b. Jumlah aset;	16	b. Total assets
	c. Jumlah liabilitas; dan	16	c. Total liabilities; and
	d. Jumlah ekuitas.	16	d. Total equity.

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
3	Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun. Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan.	17	3 Financial ratio in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years. Information covers 5 (five) financial ratios, which are generally applied and relevant to the company's industry.
4	Informasi harga saham dalam bentuk tabel dan grafik	19-20	4 Share price information in tables and charts
	a. Jumlah saham yang beredar;	19	a. Number of shares outstanding;
	b. Informasi dalam bentuk tabel yang memuat:	19	b. The table forms contain the following information:
	• Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	19	• Market capitalization based on share price on the Stock Exchange where the shares are listed;
	• Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	19	• Highest, lowest and closing share price based on share price on the Stock Exchange where the shares are listed; and
	• Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.	19	• Trading volume of shares on the Stock Exchange where the shares are listed.
	c. Informasi dalam bentuk grafik yang memuat paling kurang:	19-20	c. The graph forms contain at least the following information:
	• Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	19	• The closing price of shares based on share price on the Stock Exchange where the shares are listed; and
	• Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.	20	• Trading volume of shares on the Stock Exchange where the shares are listed
	Untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir.		For each quarter in the latest 2 (two) financial years.
	Catatan: apabila perusahaan tidak memiliki kapitalisasi pasar, informasi harga saham, dan volume perdagangan saham, agar diungkapkan.		Note: Should be disclosed if the company does not have market capitalization, share price, and share trading volume.
5	Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir. Informasi memuat:	-	5 Information regarding outstanding bonds, sukuk or convertible bonds, in 2 (two) latest financial years. Information contains:
	a. Jumlah obligasi/sukuk/obligasi konversi yang beredar (outstanding);	-	a. Number of outstanding bonds, sukuk or convertible bonds;
	b. Tingkat bunga/imbalan;	-	b. Interest rate/yield;
	c. Tanggal jatuh tempo; dan	-	c. Maturity date; and
	d. Peringkat obligasi/sukuk tahun 2018 dan 2019.	-	d. Rating of bonds/sukuk in 2018 and 2019.
	Catatan: apabila perusahaan tidak memiliki obligasi/ sukuk/obligasi konversi, agar diungkapkan.	21	Note: Should be disclosed if the company does not have outstanding bonds, sukuk or convertible bonds.
III.	Laporan Dewan Komisaris dan Direksi		III. Board of Commissioners and Board of Directors' Report
1	Laporan Dewan Komisaris Memuat hal-hal sebagai berikut:	38-48	1 Board of Commissioners' Report Contain the following:
	a. Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya;	41-42	a. Assessment on the performance of the Board of Directors in managing the company and the basis for such evaluation;
	b. Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya;	44	b. Views on the business prospects of the company as prepared by the Board of Directors and the basis for such consideration;
	c. Pandangan atas penerapan/pengelolaan <i>whistleblowing system</i> (WBS) di perusahaan dan peran Dewan Komisaris dalam WBS tersebut; dan	45-46	c. Views on the implementation/management of the company's whistleblowing system (WBS), and the role of the Board of Commissioners in the WBS; and
	d. Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya.	47-48	d. Changes in the composition of the Board of Commissioners (if any) and the reason for such changes.

Kriteria Annual Report Awards

Annual Report Awards Criteria

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
2	Laporan Direksi Memuat hal-hal sebagai berikut:	50-65	2 Board of Directors' report Contain the following:
	a. Analisis atas kinerja perusahaan, yang mencakup antara lain:	52-58	a. Analysis of the company's performance, covering among others:
	• kebijakan strategis;	53-54	• strategic policies;
	• perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan	56-58	• comparison between targets and achievements; and
	• kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya;	52-53	• challenges faced by the company and initiatives to deal with those challenges;
	b. Analisis tentang prospek usaha;	59	b. Analysis on business prospects;
	c. Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan	60-61	c. Developments in the implementation of GCG during the fiscal year; and
	d. Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya.	65	d. Changes in the composition of the Board of Directors (if any) and the reason for such changes.
3	Tanda tangan anggota Dewan Komisaris dan anggota Direksi Memuat hal-hal sebagai berikut:	68-69	3 Signatures of members of the Board of Commissioners and Board of Directors Contain the following:
	a. Tanda tangan dituangkan pada lembaran tersendiri;	68-69	a. Signatures on a separate page;
	b. Pernyataan bahwa Dewan Komisaris dan Direksi bertanggung jawab penuh atas kebenaran isi laporan tahunan;	68-69	b. Statement of responsibility of the Board of Commissioners and Board of Directors for the accuracy of the contents of the Annual Report;
	c. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya; dan	68-69	c. Signed by all members of the Board of Commissioners and Board of Directors by stating their names and position; and
	d. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Dewan Komisaris atau anggota Direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan.	-	d. Written explanation in separate letter from the person(s) concerned in the event that member(s) of Board of Commissioners or Board of Directors fail to sign the annual report; or: written explanation in separate letter from other member(s) in the event that there is no written explanation from the person(s) concerned.
IV.	Profil Perusahaan	72-175	IV. Company Profile
1	Nama dan alamat lengkap perusahaan Informasi memuat antara lain: nama dan alamat, kode pos, no. Telp, no. Fax, e-mail, dan website.	72-73	1 Name and complete address of the company Information contains, among others, name and address, post code, telephone number, fax, e-mail and website.
2	Riwayat singkat perusahaan Mencakup antara lain: tanggal/tahun pendirian, nama, perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan. Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan	74-77	2 Brief history of the company Contain among others: date/year of establishment, name of the company, change of name (if any), and effective date of the change of name. Note: to be disclosed if the company never had a change of name
3	Bidang usaha Uraian mengenai antara lain:	78-83	3 Line of business Description of, among others:
	a. Kegiatan usaha perusahaan menurut anggaran dasar terakhir;	78-80	a. The line of business as stated in the latest Articles of Association;
	b. Kegiatan usaha yang dijalankan; dan	80	b. Business activities; and
	c. Produk dan/atau jasa yang dihasilkan.	80-83	c. Product and/or services offered.
4	Struktur Organisasi Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah Direksi.	90-95	4 Organization structure Diagram of organization structure, containing name and position of personnel up to one level below Director, at least
5	Visi, Misi, dan Budaya Perusahaan Mencakup:	84-89	5 Vision, Mission and Corporate Culture Covers:
	a. Visi perusahaan;	84	a. Vision;
	b. Misi perusahaan;	84	b. Mission;
	c. Keterangan bahwa visi dan misi tersebut telah direviu dan disetujui oleh Direksi/Dewan Komisaris pada tahun buku; dan	85	c. Statement that the vision and mission have been reviewed and approved by the Board of Commissioners/Directors in the fiscal year; and
	d. Pernyataan mengenai budaya perusahaan (corporate culture) yang dimiliki perusahaan.	86-89	d. Statement on the corporate culture.

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
6	Identitas dan riwayat hidup singkat anggota Dewan Komisaris Informasi memuat antara lain:	98-102	6 Profiles of members of the Board of Commissioners Contain information on:
	a. Nama;	98-102	a. Name;
	b. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain);	98-102	b. Position and period in position (including position(s) held at other company/institution);
	c. Umur;	98-102	c. Age;
	d. Domisili;	98-102	d. Domicile;
	e. Pendidikan (Bidang Studi dan Lembaga Pendidikan);	98-102	e. Education (study field and education institution);
	f. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan	98-102	f. Work experience (position, company, and period in position); and
	g. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk.	98-102	g. History of assignments (period and position) as member of the Board of Commissioners at the company since the first appointment.
7	Identitas dan riwayat hidup singkat anggota Direksi Informasi memuat antara lain:	103-107	7 Profiles of members of the Board of Directors Contain information on:
	a. Nama;	103-107	a. Name;
	b. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain);	103-107	b. Position and period in position (including position(s) held at other company/institution);
	c. Umur;	103-107	c. Age;
	d. Domisili;	103-107	d. Domicile;
	e. Pendidikan (Bidang Studi dan Lembaga Pendidikan);	103-107	e. Education (study field and education institution);
	f. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan	103-107	f. Work experience (position, company, and period in position); and
	g. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Direksi di Perusahaan sejak pertama kali ditunjuk.	103-107	g. History of assignments (period and position) as member of the Board of Directors at the company since the first appointment.
8	Jumlah karyawan (komparatif 2 tahun) dan data pengembangan kompetensi karyawan yang mencerminkan adanya kesempatan untuk masing-masing level organisasi Informasi memuat antara lain:	110-111	8 Total number of employees (comparative for 2 years) and data on employee competence development programs reflecting equal opportunities for each level of the organization Information contains, among others:
	a. Jumlah karyawan untuk masing-masing level organisasi;	110	a. Number of employees at each level of the organization;
	b. Jumlah karyawan untuk masing-masing tingkat pendidikan;	110	b. Number of employees by education;
	c. Jumlah karyawan berdasarkan status kepegawaian;	110	c. Number of employees by employment status;
	d. Data pengembangan kompetensi karyawan yang telah dilakukan pada tahun buku yang terdiri dari pihak (level jabatan) yang mengikuti pelatihan, jenis pelatihan, dan tujuan pelatihan; dan	112-149	d. Data on employee competence development programs during the fiscal year, concerning position of participants, type of training, and purpose of training; and
	e. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan pada tahun buku.	112	e. The costs of employee competence development programs in the fiscal year.
9	Komposisi Pemegang saham Mencakup antara lain:	157-161	9 Shareholders composition Covering among others:
	a. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya;	157	a. Names of the 20 largest shareholders and their shareholding percentage;
	b. Rincian pemegang saham dan persentase kepemilikannya meliputi:	158-161	b. Details of shareholders and shareholding percentage:
	• Nama pemegang saham yang memiliki 5% atau lebih saham; dan	158	• Names of shareholders with 5% or more shareholding; and
	• Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%.	158	• Group of public shareholders with individual shareholding of less than 5% each.
	c. Nama Direktur dan Komisaris serta persentase kepemilikan sahamnya secara langsung dan tidak langsung.	160-161	c. Names of Director and Commissioner with direct or indirect share-ownership and the percentage of such shareholding.
	Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan.		Note: should be disclosed if the Director and Commissioner does not own shares, directly or indirectly.

Kriteria Annual Report Awards

Annual Report Awards Criteria

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
10	Daftar entitas anak dan/atau entitas asosiasi Dalam bentuk tabel memuat informasi antara lain:	136-138	10 List of subsidiaries and/or associated entities In table form, containing:
	a. Nama entitas anak dan/atau asosiasi;	136-138	a. Name of subsidiary and/or associated entity;
	b. Persentase kepemilikan saham;	136-138	b. Share-ownership percentage;
	c. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; dan	136-138	c. Line of business of subsidiary and/or associated entity; and
	d. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi).	136-138	d. Operational status of subsidiary and/or associated entity (in commercial operation/not yet in commercial operation).
11	Struktur grup perusahaan Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas induk, entitas anak, entitas asosiasi, <i>joint venture</i> , dan <i>special purpose vehicle</i> (SPV).	135	11 Corporate group structure Diagram of corporate group structure involving relationship of the parent company, subsidiary, associated entity, joint venture, and special purpose vehicle (SPV).
12	Kronologi penerbitan saham (termasuk <i>private placement</i>) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku Mencakup antara lain:	162	12 Chronology of share listing (including private placement) and/or share listing from the share issuance up to the end of the fiscal year Covers, among others:
	a. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (<i>corporate action</i>);	162	a. Year of share issuance, number of shares issued, par value, and share offer price, for each separate corporate action;
	b. Jumlah saham tercatat setelah masing-masing tindakan korporasi (<i>corporate action</i>); dan	162	b. Total number of shares outstanding following the corporate action; and
	c. Nama bursa dimana saham perusahaan dicatatkan.	162	c. The stock exchange where the shares are listed.
	Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.		Note: should be disclosed if the company does not have a chronology of share listing.
13	Kronologi penerbitan dan/atau pencatatan efek lainnya dari awal penerbitan sampai dengan akhir tahun buku Mencakup antara lain:	163	13 Chronology of other securities issuance and/or listing from the time of issuance up until the end of the fiscal year Covers, among others:
	a. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalance efek lainnya, dan tanggal jatuh tempo efek lainnya;	-	a. Name of security instrument, year of issuance, interest rate/yield of securities, and maturity date;
	b. Nilai penawaran efek lainnya;	-	b. Offering price of other securities;
	c. Nama bursa dimana efek lainnya dicatatkan; dan	-	c. The stock exchange where the securities are listed; and
	d. Peringkat efek.	-	d. Rating of securities.
	Catatan: apabila perusahaan tidak memiliki kronologi penerbitan dan pencatatan efek lainnya, agar diungkapkan	163	Note: should be disclosed if the company does not have chronology of other securities issuance/listing
14	Nama dan alamat lembaga dan/atau profesi penunjang Informasi memuat antara lain:	170-171	14 Name and address of supporting institutions and/or professionals Covers, among others:
	a. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan;	171	a. Name and address of the company's Share Registrar;
	b. Nama dan alamat Kantor Akuntan Publik; dan	170	b. Name and address of Public Accountant Firm; and
	c. Nama dan alamat perusahaan pemeringkat efek.	171	c. Name and address of rating agencies.
15	Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional Informasi memuat antara lain:	27-35	15 Awards received during the fiscal year, or valid certification in the fiscal year, at both national and international levels Covers, among others:
	a. Nama penghargaan dan/atau sertifikasi;	27-35	a. Name of award and/or certification;
	b. Tahun perolehan penghargaan dan/atau sertifikasi;	27-35	b. Year received/issued;
	c. Badan pemberi penghargaan dan/atau sertifikasi; dan	27-35	c. Name of institution that issued the award/certification; and
	d. Masa berlaku (untuk sertifikasi).	27-35	d. Validity period (certification).

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
16	Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada) Memuat informasi antara lain:	169	16 Name and address of subsidiaries and/or branch offices or representative offices (if any) Covers information on:
	a. Nama dan alamat entitas anak; dan	169	a. Name and address of subsidiaries; and
	b. Nama dan alamat kantor cabang/perwakilan.	169	b. Name and address of branch/representative office.
	Catatan: apabila perusahaan tidak memiliki entitas anak, kantor cabang, dan kantor perwakilan, agar diungkapkan		Note: should be disclosed if the company does not have a subsidiary, branch office or representative office.
17	Informasi pada <i>website</i> perusahaan Meliputi paling kurang:	172	17 Information in the corporate website Covers at the very least:
	a. Informasi pemegang saham sampai dengan pemilik akhir individu;	174	a. Information of shareholders up to the individual ultimate shareholder;
	b. Isi Kode Etik;	174	b. Contents of the Code of Conduct;
	c. Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan;	174	c. Information on the General Meeting of Shareholders (GMS), covering at least agenda of the GMS, summary of GMS resolutions, and information of pertinent dates, namely the dates of GMS announcement, GMS invitation, GMS event, and announcement of summary GMS resolutions;
	d. Laporan keuangan tahunan terpisah (5 tahun terakhir);	174	d. Annual financial statements (last 5 years);
	e. Profil Dewan Komisaris dan Direksi; dan	173	e. Profiles of the Board of Commissioners and Directors; and
	f. Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal.	173	f. Board manual/Charter of the BoC, BoD, Committees and Internal Audit Unit.
18	Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti):	150-156	18 Training and education for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit Cover at least information of type of training and participant of:
	a. Pendidikan dan/atau pelatihan untuk Dewan Komisaris;	150	a. Training and/or education for Board of Commissioners;
	b. Pendidikan dan/atau pelatihan untuk Direksi;	150-152	b. Training and/or education for Board of Directors;
	c. Pendidikan dan/atau pelatihan untuk Komite Audit;	152-153	c. Training and/or education for Audit Committee;
	d. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi;	153-154	d. Training and/or education for Nomination and Remuneration Committee;
	e. Pendidikan dan/atau pelatihan untuk Komite Lainnya;	154	e. Training and/or education for other Committee(s);
	f. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; dan	155	f. Training and/or education for Corporate Secretary; and
	g. Pendidikan dan/atau pelatihan untuk Unit Audit Internal yang diikuti pada tahun buku.	155-156	g. Training and/or education for Internal Audit Unit during the fiscal year.
	Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan		Note: should be disclosed if there are no training and/or education during the fiscal year
V.	Analisa dan Pembahasan Manajemen atas Kinerja Perusahaan	178-246	V. Management Discussion and Analysis on the Company Performance
1	Tinjauan operasi per segmen usaha Memuat uraian mengenai:	180-187	1 Operation review per business segment Includes analysis on:
	a. Penjelasan masing-masing segmen usaha.	180-183	a. Elaboration on each business segment.
	b. Kinerja per segmen usaha, antara lain:	183	b. Performance of each business segment, among others:
	• Produksi;	184	• Production;
	• Peningkatan/penurunan kapasitas produksi;	184	• Increase/Decrease of production capacity;
	• Penjualan/pendapatan usaha; dan	185	• Sales/income; and
	• Profitabilitas.	186	• Profitability.

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Annual Report Awards Criteria

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
2	Uraian atas kinerja keuangan perusahaan Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/ penurunan suatu akun (dalam bentuk narasi dan tabel), antara lain mengenai:	188-207	2 Description on the Company's financial performance An analysis comparing the performance of the current year and that of the previous year (in the form of narration and tables) and the reasons for the increase/ decrease of the accounts, including in:
	a. Aset lancar, aset tidak lancar, dan total aset;	189-192	a. Current assets, non-current assets, and total assets;
	b. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas;	193-195	b. Short-term liabilities, long-term liabilities, and total liabilities;
	c. Ekuitas;	195-196	c. Equity;
	d. Penjualan/pendapatan usaha, beban, laba (rugi), penghasilan komprehensif lain, dan penghasilan komprehensif periode berjalan; dan	196-204	d. Sales/operating revenues, expenses, Profit (Loss), other comprehensive income, comprehensive income for the current year; and
	e. Arus kas.	205-207	e. Cash flows.
3	Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan Penjelasan tentang:	210-211	3 Discussion and analysis on solvability and level of the company receivables collectibility, by presenting relevant ratio calculation in line with the company's type of industry Explanation on:
	a. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang; dan	210-211	a. Solvability, both short term and long term; and
	b. Tingkat kolektibilitas piutang.	211	b. Level of receivables collectibility.
4	Bahasan tentang struktur modal (<i>capital structure</i>) dan kebijakan manajemen atas struktur modal (<i>capital structure policy</i>) Penjelasan atas:	212-214	4 Discussion on capital structure, and management policy on capital structure Explanation of:
	a. Rincian struktur modal (<i>capital structure</i>) yang terdiri dari utang berbasis bunga/sukuk dan ekuitas; dan	214	a. Details of capital structure comprising of interest-bearing debts/sukuk and equity;
	b. Kebijakan manajemen atas struktur modal (<i>capital structure policies</i>); dan	212	b. Capital structure policies; and
	c. Dasar pemilihan kebijakan manajemen atas struktur modal.	212	c. Basis for the determination of capital structure policies.
5	Bahasan mengenai ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir Penjelasan tentang:	215	5 Discussion on material commitments of capital investments (instead of funding commitments) in the last fiscal year Explanation on:
	a. Nama pihak yang melakukan ikatan;	-	a. Parties in the commitments;
	b. Tujuan dari ikatan tersebut;	-	b. Objectives of the commitments;
	c. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut;	-	c. Sources of funds to meet the commitments;
	d. Mata uang yang menjadi denominasi; dan	-	d. Denomination currency of commitments; and
	e. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait.	-	e. Initiatives taken to mitigate exchange rate risk.
	Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan.	215	Note: should be disclosed if the company does not have any material commitment for capital investments in the fiscal year.
6	Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir Penjelasan tentang:	215	6 Discussion on capital investment realized at the latest financial year Explanation on:
	a. Jenis investasi barang modal;	215	a. Type of capital investment;
	b. Tujuan investasi barang modal; dan	215	b. Objectives of capital investment; and
	c. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir.	215	c. Nominal value of capital investment realized in the last fiscal year.
	Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan.	-	Note: should be disclosed if there are no capital investment.

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
7	Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk satu tahun mendatang mengenai pendapatan, laba, dan lainnya yang dianggap penting bagi perusahaan. Informasi memuat antara lain:	216-219	7 Information on the comparison between initial target at the beginning of financial year and the realization and target or projection for the next year concerning income, profit, capital structure, and others considered significant target for the company. Contain information on:
	a. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); dan	216-218	a. Comparison of targets at the beginning of fiscal year and achievements; and
	b. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang.	218-219	b. Targets or projections set for the next 1 (one) year.
8	Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang. Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan.	220	8 Information and material facts following the date of accounting report (Subsequent events) Description of significant events following the date of accounting report including its impact on business risk and performance in the future. Note: should be disclosed if there are no subsequent events.
9	Uraian tentang prospek usaha perusahaan Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.	221-222	9 Business prospects Description on business prospects related to the general industry and economy including quantitative supporting data from reliable resources
10	Uraian tentang aspek pemasaran Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar.	222-225	10 Marketing aspects Description on marketing aspects of the company's products and/or services, among others marketing strategy and market shares
11	Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir Memuat uraian mengenai:	226-227	11 Description on dividend policy and total cash dividend per share and total dividend per year that are published or disbursed during last 2 (two) financial years Contain information on:
	a. Kebijakan pembagian dividen;	226-227	a. Dividend payout policy;
	b. Total dividen yang dibagikan;	227	b. Total dividend disbursement;
	c. Jumlah dividen kas per saham;	227	c. Total cash dividend per share;
	d. Payout ratio; dan	227	d. Payout ratio; and
	e. Tanggal pengumuman dan pembayaran dividen kas. untuk masing-masing tahun.	227	e. Announcement date and cash dividend payout for each year.
	Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya.	227	Note: To disclose if there are no dividend disbursement and its reasons.
12	Program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan perusahaan (ESOP/ MSOP) yang masih ada sampai tahun buku Memuat uraian mengenai:	228-230	12 Employee/Management Share Ownership Program (ESOP/MSOP) still ongoing in the fiscal year Contain information on:
	a. Jumlah saham ESOP/MSOP dan realisasinya;	228-230	a. Number of ESOP/MSOP shares and its execution;
	b. Jangka waktu;	228-230	b. Period;
	c. Persyaratan karyawan dan/atau manajemen yang berhak; dan	228-230	c. Eligible employee/management; and
	d. Harga <i>exercise</i> .	228-230	d. Exercise price
	Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan.		Note: should be disclosed if there are no such programs
13	Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana) Memuat uraian mengenai:	230	13 Realization of initial public offering proceeds (in the event of the company is obligated to submit the report) Covers the following:
	a. Total perolehan dana;	-	a. Total proceeds;
	b. Rencana penggunaan dana;	-	b. Proceeds utilization plan;
	c. Rincian penggunaan dana;	-	c. Proceeds utilization details;
	d. Saldo dana; dan	-	d. Proceeds balance; and
	e. Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada).	-	e. The date of GMS/GMB resolution on the change of proceeds utilization (if any).
	Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan.	230	Note: should be disclosed if there are no such information of realization of proceeds of public offering.

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14	Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi Memuat uraian mengenai: a. Nama pihak yang bertransaksi dan sifat hubungan afiliasi; b. Penjelasan mengenai kewajaran transaksi; c. Alasan dilakukannya transaksi; d. Realisasi transaksi pada periode tahun buku terakhir; e. Kebijakan perusahaan terkait dengan mekanisme reviu atas transaksi; dan f. Pemenuhan peraturan dan ketentuan terkait. Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan.	231-235 231-233 235 233 234 235 235	14 Material transaction information with conflict of interest and/or transaction with related parties Covers the following: a. Name of transacting parties and the nature of related parties; b. Description of the transaction fairness; c. Transaction background; d. Transaction realization at the last financial year; e. Company policy related with transaction review mechanism; and f. Compliance to relevant regulations and provisions. Note: To disclose if there are no transactions.
15	Uraian mengenai perubahan peraturan perundang-undangan terhadap perusahaan pada tahun buku terakhir Uraian memuat antara lain: a. Nama peraturan perundang-undangan yang mengalami perubahan; dan b. Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan. Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan pada tahun buku terakhir, agar diungkapkan.	236 236 236	15 Description on changes in laws and regulations during the fiscal year that impacted on the company Covers information on: a. Name of regulations; and b. The impact (quantitative and/or qualitative) on the company, or statement of the insignificant impact Note: To disclose if there are no changes in the laws and regulations that have significant impacts
16	Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir Uraian memuat antara lain: a. Perubahan kebijakan akuntansi; b. Alasan perubahan kebijakan akuntansi; dan c. Dampaknya secara kuantitatif terhadap laporan keuangan. Catatan: apabila tidak terdapat perubahan kebijakan akuntansi pada tahun buku terakhir, agar diungkapkan.	237 237 237 237	16 Description on the changes in accounting policy implemented by the company at the last financial year Descriptions include among others: a. Changes in accounting policy; b. Reasons for the change; and c. Quantitative impact on the financial statements Note: To disclose if there are no changes in accounting policies during the fiscal year
17	Informasi kelangsungan usaha Pengungkapan informasi mengenai: a. Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir; b. <i>Assessment</i> manajemen atas hal-hal pada poin a; dan c. Asumsi yang digunakan manajemen dalam melakukan <i>assessment</i> . Catatan: apabila tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir, agar diungkapkan asumsi yang mendasari manajemen dalam meyakini bahwa tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir.	239-244 239-240 242 240-242	17 Information on business continuity Disclosures on: a. Significant issues on the company business continuity at the last financial year; b. Management assessment on point a; and c. Assumption implemented by the management in conducting the assessment. Note: if there are no issues that potentially have significant influences to the company's business continuity at the last financial year, to disclose the basis of management assumption in ensuring that there are no issues that potentially have significant influences to the company's business continuity at the last financial year.
VI.	<i>Good Corporate Governance</i>	286-533	VI. Good Corporate Governance
1	Uraian Dewan Komisaris Uraian memuat antara lain: a. Uraian tanggung jawab Dewan Komisaris; b. Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; dan c. Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Dewan Komisaris).	335-350 337-343 348-349 344-345	1 Description on the Board of Commissioners Covers the following: a. Board of Commissioners responsibilities; b. Assessment of performance of committees under the Board and the basis for such assessment; and c. Board Charter disclosures (Board of Commissioners work guidelines and procedures)

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2	Komisaris Independen (jumlahnya minimal 30% dari total Dewan Komisaris) Meliputi antara lain:	351-354	2 Independent Commissioners (at least 30% of the total personnel of the Board of Commissioners) Covers the following:
	a. Kriteria penentuan Komisaris Independen; dan	351-352	a. Assignment criteria of Independent Commissioners; and
	b. Pernyataan tentang independensi masing-masing Komisaris Independen.	352-354	b. Independency statement of each Independent Commissioner.
3	Uraian Direksi Uraian memuat antara lain:	355-371	3 Description on the Board of Directors Covers information on, among others:
	a. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi;	363-367	a. Duties and responsibilities of each member of the Board of Directors;
	b. Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada); dan	371	b. Assessment of performance of committees under the Board (if any); and
	c. Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Direksi).	367-369	c. Board Charter disclosures (Board of Directors work guidelines and procedures)
4	Penilaian Penerapan GCG untuk tahun buku 2019 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi Memuat uraian mengenai:	295-301	4 GCG implementation assessment for 2019, at least for aspects of the Board of Commissioners and/or Board of Directors Covers the following:
	a. Kriteria yang digunakan dalam penilaian;	296	a. Assessment criteria;
	b. Pihak yang melakukan penilaian;	296	b. Assessor;
	c. Skor penilaian masing-masing kriteria;	296	c. Assessment score on each criteria;
	d. Rekomendasi hasil penilaian; dan	299-300	d. Recommendations on results of assessment; and
	e. Alasan belum/tidak diterapkannya rekomendasi.	301	e. Reasons for the delay or non implementation of such recommendations.
	Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2019, agar diungkapkan.		Note: should be disclosed if there are no GCG assessment for fiscal 2019.
5	Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi Mencakup antara lain:	409-415	5 Description of the remuneration policy for the Board of Commissioners and Board of Directors Covers the following:
	a. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris;	409-412	a. Disclosure of procedure for the proposal and determination of remuneration for the Board of Commissioners;
	b. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi;	409-412	b. Disclosure of procedure for the proposal and determination of remuneration for the Board of Directors;
	c. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris;	413	c. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Commissioners;
	d. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi;	414-415	d. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Directors;
	e. Pengungkapan indikator untuk penetapan remunerasi Direksi; dan	414	e. Disclosure of indicators for the remuneration of the Board of Directors; and
	f. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi (jika ada).	413, 415	f. Disclosure of performance bonus, non-performance bonus, and/or share option received by each members of the Board of Commissioners and Directors (if any).
	Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan.		Note: should be disclosed if there are no performance bonus, non-performance bonus, and/or share option received by each members of the Board of Commissioners and Directors.
6	Frekuensi dan Tingkat Kehadiran Rapat yang dihadiri mayoritas anggota pada rapat Dewan Komisaris (minimal 1 kali dalam 2 bulan), Rapat Direksi (minimal 1 kali dalam 1 bulan), dan Rapat Gabungan Dewan Komisaris dengan Direksi (minimal 1 kali dalam 4 bulan) Informasi memuat antara lain:		6 Meeting frequency and attendance of Board of Commissioners (at least once in 2 months), Board of Directors (at least once in a month), and joint meetings of BoC and BoD (at least once in 4 months) Covers among others:
	a. Tanggal Rapat;		a. Date;
	b. Peserta Rapat; dan		b. Attendance; and
	c. Agenda Rapat.		c. Agenda.
	untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan.		Of each of the meetings of BoC, BoD and Joint Meetings of BoC and BoD.

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7	Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu Dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali. Catatan: yang dimaksud pemegang saham utama adalah pihak yang, baik secara langsung maupun tidak langsung, memiliki sekurang-kurangnya 20% (dua puluh perseratus) hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh suatu Perseroan, tetapi bukan pemegang saham pengendali.	309	7 Information on majority and controlling shareholders, direct or indirect, up to the ultimate individual shareholder Diagram with separate illustration for majority shareholders and controlling shareholders Note: majority shareholders are parties that own, directly or indirectly, at least 20% of the voting rights of the total share with voting rights issued by the company, but is not the controlling shareholder
8	Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali Mencakup antara lain:	372	8 Disclosure of affiliation between members of the Board of Directors, Board of Commissioners and Majority/Controlling Shareholders Covers, among others:
	a. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya;	372	a. Affiliation between a member of the Board of Directors with fellow members of the Board of Directors;
	b. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris;	372	b. Affiliation between a member of the Board of Directors with members of the Board of Commissioners;
	c. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali;	372	c. Affiliation between a member of the Board of Directors with Majority and/or Controlling Shareholder;
	d. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan	372	d. Affiliation between a member of the Board of Commissioners with fellow members of the Board of Commissioners; and
	e. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali.	372	e. Affiliation between a member of the Board of Commissioners with Majority and/or Controlling Shareholder.
	Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan.		Note: should be disclosed if there are no affiliation relationship
9	Komite Audit Mencakup antara lain:	419-429	9 Audit Committee Includes the following:
	a. Nama, jabatan, dan periode jabatan anggota komite audit;	421	a. Name, position and tenure of audit committee members;
	b. Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit;	422-423	b. Education qualifications (study field and institution) and work experience (position, company and tenure) of audit committee members;
	c. Independensi anggota komite audit;	424	c. Independency of audit committee members;
	d. Uraian tugas dan tanggung jawab;	425-427	d. Duties and responsibilities;
	e. Uraian pelaksanaan kegiatan komite audit pada tahun buku; dan	427	e. Brief report of audit committee activity; and
	f. Frekuensi pertemuan dan tingkat kehadiran komite audit.	428	f. Meeting frequency and attendance of audit committee.
10	Komite Nominasi dan/atau Remunerasi Mencakup antara lain:	430-434	10 Nomination and/or Remuneration Committee Includes the following:
	a. Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan/atau remunerasi;	432	a. Name, position and brief profiles of members of the Nomination and/or Remuneration Committee;
	b. Independensi komite nominasi dan/atau remunerasi;	433	b. Independency of Nomination and/or Remuneration Committee;
	c. Uraian tugas dan tanggung jawab;	432-433	c. Duties and responsibilities;
	d. Uraian pelaksanaan kegiatan komite nominasi dan/atau remunerasi pada tahun buku;	433-434	d. Brief report of committee activity in the fiscal year;
	e. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi;	434	e. Meeting frequency and attendance;
	f. Pernyataan adanya pedoman komite nominasi dan/atau remunerasi; dan	432	f. Statement of committee charter; and
	g. Kebijakan mengenai suksesi Direksi.	434	g. Policies on Director succession.

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11	Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan Mencakup antara lain:	435-442	11 Other committees under the Board of Commissioners Includes the following:
	a. Nama, jabatan, dan riwayat hidup singkat anggota komite lain;	✓	a. Name, position and brief profile of members of committee;
	b. Independensi komite lain;	✓	b. Independency of committee;
	c. Uraian tugas dan tanggung jawab;		c. Duties and responsibilities;
	d. Uraian pelaksanaan kegiatan komite lain pada tahun buku; dan	✓	d. Committee activity in the fiscal year; and
	e. Frekuensi pertemuan dan tingkat kehadiran komite lain.	✓	e. Committee meeting frequency and attendance.
12	Uraian tugas dan Fungsi Sekretaris Perusahaan Mencakup antara lain:	443-448	12 Description of duties and functions of Corporate Secretary Information on, among others:
	a. Nama, dan riwayat jabatan singkat sekretaris perusahaan;	445	a. Name and brief work experience of Corporate Secretary;
	b. Domisili;	445	b. Domicile;
	c. Uraian tugas dan tanggung jawab; dan	445-446	c. Duties and responsibilities; and
	d. Uraian pelaksanaan tugas sekretaris perusahaan pada tahun buku.	446-447	d. Report of activities of Corporate Secretary in the fiscal year.
13	Uraian mengenai unit audit internal Mencakup antara lain:	449-456	13 Description on Internal Audit Unit Includes the following:
	a. Nama ketua unit audit internal;	451	a. Name of internal audit unit head;
	b. Jumlah pegawai (auditor internal) pada unit audit internal;	452-453	b. Total employees (internal auditors) in internal audit unit;
	c. Sertifikasi sebagai profesi audit internal;	453	c. Certification on internal audit profession;
	d. Kedudukan unit audit internal dalam struktur perusahaan;	449	d. Internal audit unit composition in the company's structure;
	e. Uraian pelaksanaan kegiatan unit audit internal pada tahun buku; dan	455-456	e. Brief report on internal audit unit activity implementation; and
	f. Pihak yang mengangkat dan memberhentikan ketua unit audit internal.	450	f. The parties responsible to appoint/terminate the internal audit unit head.
14	Akuntan Publik Informasi memuat antara lain:	461-464	14 Public Accountant Includes the following:
	a. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;	463	a. Name and year of Public Accountant Firm that audits the annual financial statements in the last 5 years;
	b. Besarnya fee untuk masing-masing jenis jasa yang diberikan oleh Kantor Akuntan Publik pada tahun buku terakhir; dan	463	b. The amount of fee for each service provided by public accountant at the last financial year; and
	c. Jasa lain yang diberikan Kantor Akuntan Publik dan akuntan publik selain jasa audit laporan keuangan tahunan pada tahun buku terakhir.	464	c. Other services provided by the accountant apart from the audit service of annual financial statements at the last financial year.
	Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan.		Note: to disclose if there are no other services rendered
15	Uraian mengenai manajemen risiko perusahaan Mencakup antara lain:	470-481	15 Description on risk management of the company Includes the following:
	a. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan;	470-471	a. Explanation on risk management system implemented by the company;
	b. Penjelasan mengenai hasil revidu yang dilakukan atas sistem manajemen risiko pada tahun buku;	480	b. Explanation on risk management system effectiveness evaluation;
	c. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan	473-475	c. Explanation on risks faced by the company; and
	d. Upaya untuk mengelola risiko tersebut.	473-475	d. Risk mitigation.

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16	Uraian mengenai sistem pengendalian intern Mencakup antara lain:	457-460	16 Description of internal control system Includes the following:
	a. Penjelasan singkat mengenai sistem pengendalian intern, antara lain mencakup pengendalian keuangan dan operasional;	457	a. Brief explanation on internal control system, among others on financial and operational control;
	b. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – <i>internal control framework</i>); dan	458-459	b. Explanation on internal control system alignment with international standard framework (COSO – internal control framework); and
	c. Penjelasan mengenai hasil reviu yang dilakukan atas pelaksanaan sistem pengendalian intern pada tahun buku.	459-460	c. Explanation on internal control system effectiveness evaluation.
17	Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan lingkungan hidup	534	17 Description of corporate social responsibility related to organizational governance of social responsibility:
	a. Informasi komitmen pada tanggung jawab sosial		a. Information on Company's commitment to social responsibility;
	b. Informasi mengenai methoda dan lingkup <i>due diligent</i> terhadap dampak sosial, ekonomi dan lingkungan dari aktivitas perusahaan		b. Information on methods and scope of due diligence on the social, economic and environmental impacts of Company's activities;
	c. Informasi tentang <i>stakeholder</i> penting yang terdampak atau berpengaruh pada dampak dari kegiatan perusahaan		c. Information on significant stakeholders that are impacted by, or having an influence to the impact of, the Company's activities;
	d. Informasi tentang isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan perusahaan		d. Information on significant social, economic and environmental issues related to impact of the Company's activities;
	e. Informasi tentang lingkup tanggung jawab sosial perusahaan baik yang merupakan kewajiban maupun yang melebihi kewajiban		e. Information on the scope of the Company's corporate social responsibility, both obligatory as well as beyond obligatory;
	f. Informasi tentang strategi dan program kerja perusahaan dalam menangani isu isu sosial, ekonomi dan lingkungan dalam upaya <i>stakeholders engagement</i> dan meningkatkan <i>value</i> untuk <i>stakeholder</i> dan <i>shareholder</i>		f. Information on the Company's strategy and work programs in the management of social, economic and environmental issues, as a form of stakeholder engagement and in creating value for stakeholders and shareholders;
	g. Informasi tentang berbagai program yang melebihi tanggung jawab minimal perusahaan yang relevan dengan bisnis yang dijalankan		g. Information on programs that are beyond the minimum obligatory level for the Company as relevant with its business activities;
	h. Informasi tentang pembiayaan dan anggaran tanggung jawab sosial		h. Information on the funding and budgeting of social responsibility programs.
18	Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> Hak Azasi Manusia		18 Description of corporate social responsibility related to core subject - Human Rights:
	a. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Hak Azasi Manusia		a. Information on commitment and policies related to social responsibility core subject - Human Rights;
	b. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> Hak Azasi Manusia		b. Information on Company's definition on the scope of social responsibility core subject - Human Rights;
	c. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang Hak Azasi Manusia		c. Information on the planning of CSR initiatives in the area of Human Rights;
	d. Informasi tentang pelaksanaan inisiatif CSR bidang Hak Azasi Manusia		d. Information on the execution of CSR initiatives in the area of Human Rights;
	e. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Azasi Manusia		e. Information on achievements and awards for CSR initiatives in the area of Human Rights.
19	Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> operasi yang adil		19 Discussion on corporate social responsibility related to core subject – fair operating practices
	a. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> operasi yang adil		a. Information on commitment and policies related to core subject – fair operating practices;
	b. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> operasi yang adil		b. Information on the scope of social responsibility related to core subject – fair operating practices;
	c. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang operasi yang adil		c. Information on the planning of CSR programs related to fair operating practices
	d. Informasi tentang pelaksanaan inisiatif CSR bidang operasi yang adil		d. Information on implementation of CSR initiatives related to fair operating practices
	e. Informasi tentang capaian dan penghargaan inisiatif CSR bidang operasi yang adil		e. Information on achievements and awards in CSR initiatives related to fair operating practices

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20	Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan lingkungan hidup, penyampaian informasi tentang:		20 Description of corporate social responsibility related to the environment:
	a. Informasi tentang komitmen dan kebijakan lingkungan		a. Information on commitment and policies on environment;
	b. Informasi tentang dampak dan risiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan perusahaan		b. Information on significant environmental impact and risks, both directly or indirectly related to the Company;
	c. Informasi tentang target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen;		c. Information on 2018 activity target/plan established by the Management;
	d. Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan		d. Information on environment-related activities or programs undertaken as related to the Company's operational activities;
	e. Informasi tentang pelaksanaan inisiatif CSR terkait lingkungan hidup		e. Information on the execution of CSR initiatives related to the environment;
	f. Informasi tentang capaian dampak kuantitatif atas kegiatan tersebut; dan, seperti penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah perusahaan, mekanisme pengaduan masalah lingkungan, pertimbangan aspek lingkungan dalam pemberian kredit kepada nasabah, dan lain-lain.		f. Information on the quantitative impact or achievement of such CSR initiatives, such as the use of environmental-friendly and recyclable material and energy, waste processing system, mechanism for environment-related complaints, consideration of environmental aspects in the granting of credit to creditors, and others.
	g. Sertifikasi di bidang lingkungan yang dimiliki.		g. Environment-related certification.
21	Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja, mencakup antara lain informasi tentang:		21 Description of corporate social responsibility related to labor practices, covering information on, among others:
	a. Kebijakan dan komitmen tanggung jawab sosial perusahaan core subject ketenagakerjaan		a. Commitment and policies on social responsibility core subject - labor practices;
	b. Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan		b. Information on scope and definition of social responsibility related to labor practices;
	c. Informasi terkait target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; dan		c. Information on 2018 activity target/plan established by the Management;
	d. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut		d. Information on initiatives undertaken and the quantitative impact of such initiatives;
	e. Informasi terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan gender dan kesempatan kerja, sarana dan keselamatan kerja, tingkat turnover karyawan, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain.		e. Information related to labor practices and work health and safety, such as gender equality and equal work opportunity, work health and safety equipment, employee turnover rate, work accident rate, employee remuneration, mechanism for labor-related complaints, and others.
22	Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan tanggung jawab kepada konsumen, Mencakup antara lain:		22 Description of corporate social responsibility related to consumer issues, covering among others:
	a. Target/rencana kegiatan yang pada tahun buku ditetapkan manajemen; dan		a. Information on 2018 activity target/plan established by the Management;
	b. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut		b. Initiatives undertaken and the impact of such initiatives;
	c. Informasi Terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanganan atas pengaduan konsumen, dan lain-lain.		c. Information related to product stewardship, such as consumer health and safety issues, product information, mechanism, number and resolution of consumer complaints, and others.

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23	Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan pengembangan sosial dan kemasyarakatan, mencakup antara lain informasi tentang:		23 Description of corporate social responsibility related to community involvement and development, covering among others:
	a. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> pengembangan sosial dan kemasyarakatan		a. Commitment and policies on social responsibility core subject - community involvement and development;
	b. Informasi tentang isu-isu sosial yang relevan dengan perusahaan		b. Information on social issues relevant to the Company;
	c. Informasi tentang risiko sosial yang dikelola perusahaan		c. Information on social risks managed by the Company;
	d. Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan kemasyarakatan		d. Information on scope and definition of social responsibility related to community involvement and development;
	e. Target/rencana kegiatan pada tahun buku yang ditetapkan manajemen;		e. Information on 2018 activity target/plan established by the Management;
	f. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan		f. Initiatives undertaken and the impact of such initiatives;
	g. Biaya yang dikeluarkan		g. Budget spent;
	h. Informasi terkait pengembangan sosial dan kemasyarakatan, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, komunikasi mengenai kebijakan dan prosedur antikorupsi, pelatihan mengenai antikorupsi, dan lain-lain.		h. Information related to community involvement and development, such as use of local workers, empowerment of surrounding communities, improvement of public facilities or infrastructure, other forms of donations, communications on anti-corruption policies and procedures, training on anti-corruption, and others.
24	Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat pada periode laporan tahunan Mencakup antara lain:	491	24 Significant litigation currently faced by the company, subsidiaries, and members of the Board of Commissioners and Board of Directors that served the position at the annual report period Includes the following:
	a. Pokok perkara/gugatan;	491	a. The principal litigation/claims;
	b. Status penyelesaian perkara/gugatan;	491	b. Settlement status of litigation/claims;
	c. Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan	491	c. Impact to the company's condition; and
	d. Sanksi administrasi yang dikenakan kepada perusahaan, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi).	492	d. Administration sanctions charged to the company, members of the Board of Commissioners and Board of Directors, by relevant authorities (capital market, banking and others) at the last fiscal year (or a statement of no administration sanction being charged)
	Catatan: dalam hal perusahaan, entitas anak, anggota Dewan Komisaris, dan anggota Direksi tidak memiliki perkara penting, agar diungkapkan.		Note: To disclose in the event of no litigation
25	Akses informasi dan data perusahaan Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui <i>website</i> (dalam bahasa Indonesia dan bahasa Inggris), media massa, <i>mailing list</i> , buletin, pertemuan dengan analis, dan sebagainya.	486-490	25 Access to company information and data Description on the availability of company information and data for public access, including dissemination through company website (in Bahasa and English), mass media, mailing list, bulletin, analyst gatherings, and others.
26	Bahasan mengenai kode etik Memuat uraian antara lain:	493-502	26 Discussion on code of conduct Includes the following:
	a. Pokok-pokok kode etik;	495-499	a. Contents of Code of Conduct;
	b. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi;	499	b. Disclosure of code of conduct application in all level of organization;
	c. Penyebarluasan kode etik;	499-500	c. Code of conduct dissemination;
	d. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan	500	d. Sanctions on code of conduct violations; and
	e. Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir.	500-501	e. Number of violation and sanction in the last fiscal year.
	Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan.		Note: should be disclosed if there are no violations of code of conduct in the last fiscal year.

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
27	Pengungkapan mengenai <i>whistleblowing system</i> Memuat uraian tentang mekanisme <i>whistleblowing system</i> antara lain:	516-522	27 Disclosure on whistleblowing system Includes the following mechanism of whistleblowing system:
	a. Penyampaian laporan pelanggaran;	517	a. Violations report submission;
	b. Perlindungan bagi <i>whistleblower</i> ;	519	b. Whistleblowers protection;
	c. Penanganan pengaduan;	520-521	c. Claims handling;
	d. Pihak yang mengelola pengaduan; dan	520	d. Claims managers; and
	e. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; dan	522	e. Total claims registered; and
	f. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku.	522	f. Sanctions/report processed at the last fiscal year including its follow up measures.
	Catatan: apabila tidak terdapat pengaduan yang masuk dan telah selesai diproses pada tahun buku terakhir, agar diungkapkan.		Note: should be disclosed if there is no report and follow up action in the last fiscal year.
28	Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi Uraian kebijakan tertulis Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin.	373-377	28 Diversity of the Board of Commissioners and Board of Directors Composition Description of written policy regarding diversity of the Board of Commissioners and Board of Directors composition regarding education, work experience, age, and gender
	Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya.		Note: to disclose the reasons and considerations, if there is no policy applied
VII.	Informasi Keuangan		VII. Financial Information
1	Surat Pernyataan Direksi dan/atau Dewan Komisaris tentang Tanggung Jawab atas Laporan Keuangan Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan.	✓	1 Board of Directors and/or Board of Commissioners' Statements regarding the Responsibility for the Financial Statements Conformity with related regulations regarding the Financial Statements Responsibility
2	Opini auditor independen atas laporan keuangan	✓	2 Independent auditor opinion on financial statements
3	Deskripsi Auditor Independen di Opini Deskripsi memuat tentang:	✓	3 Independent Auditor Description in the Opinion Description contains the following:
	a. Nama dan tanda tangan;	✓	a. Name & signatures;
	b. Tanggal Laporan Audit; dan	✓	b. Audit Report date; and
	c. Nomor izin KAP dan nomor izin Akuntan Publik.	✓	c. License of Public Accountant Firm and license of Public Accountant
4	Laporan keuangan yang lengkap Memuat secara lengkap unsur-unsur laporan keuangan:		4 Comprehensive financial statements Comprehensively covers the financial statements elements:
	a. Laporan posisi keuangan;	✓	a. Statements of financial position;
	b. Laporan laba rugi dan penghasilan komprehensif lain;	✓	b. Statements of comprehensive income and other comprehensive income;
	c. Laporan perubahan ekuitas;	✓	c. Statements of changes in equity;
	d. Laporan arus kas;	✓	d. Statements of cash flows;
	e. Catatan atas laporan keuangan;	✓	e. Notes to financial statements;
	f. Informasi komparatif mengenai periode sebelumnya; dan	✓	f. Comparative information on previous periods; and
	g. Laporan posisi keuangan pada awal periode sebelumnya ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pos-pos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan).	✓	g. Statements of financial position at the beginning of previous periods upon the application of retrospective accounting policy by the entity or representation of financial statements postings, or reclassifications of postings in the financial statements (if relevant).
5	Perbandingan tingkat profitabilitas Perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya	✓	5 Profitability level comparison Comparison of current profit (loss) with the previous year

Kriteria Annual Report Awards

Annual Report Awards Criteria

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
6	Laporan Arus Kas Memenuhi ketentuan sebagai berikut:		6 Statements of Cash Flows Conformity to the following provisions:
	a. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan;	√	a. Grouping into three category of activities of operations, investment, and financing;
	b. Penggunaan metode langsung (<i>direct method</i>) untuk melaporkan arus kas dari aktivitas operasi;		b. Direct method application in the statements of cash flows from operations activity;
	c. Pemisahan penyajian antara penerimaan kas dan atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan		c. Separation of presentation between cash in and or cash out during current year in the operation, investment and financing activities;
	d. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan.		d. Disclosure of non cash transaction shall be stated in the notes to financial statements.
7	Ikhtisar Kebijakan Akuntansi Meliputi sekurang-kurangnya:		7 Summary of accounting policies Including at least:
	a. Pernyataan kepatuhan terhadap SAK;	√	a. Compliance statement to SAK;
	b. Dasar pengukuran dan penyusunan laporan keuangan;		b. Basis of measurement and formulation of financial statements;
	c. Pajak penghasilan;		c. Recognition of income and expense;
	d. Imbalan kerja; dan		d. Employee benefits; and
	e. Instrumen Keuangan.		e. Financial instrument.
8	Pengungkapan transaksi pihak berelasi Hal-hal yang diungkapkan antara lain:		8 Disclosure of related parties transactions The disclosures includes:
	a. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi;	√	a. Name of related parties, and the nature and relationship with related parties;
	b. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan		b. Transaction values and its percentage to total income and expense; and
	c. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas terkait.		c. Total balance and its percentage to total assets or liabilities.
9	Pengungkapan yang berhubungan dengan perpajakan Hal-hal yang harus diungkapkan:		9 Disclosure related to taxes The disclosures shall includes:
	a. Rekonsiliasi fiskal dan perhitungan beban pajak kini;	√	a. Fiscal reconciliation and current tax expense calculation;
	b. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi;		b. Explanation of relationship between tax expenses (income) and accounting profit;
	c. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan tahun 2016;		c. Statement that Taxable Income as a result of reconciliation is use as the basis in completing the 2016 Annual corporate income tax return;
	d. Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; dan		d. The details of deferred tax assets and liabilities recognized in the financial position statements for every presentation period, and total deferred tax expenses (income) recognized in the income statements if the total are not visible from the total deferred tax assets or liabilities recognized in the financial position statements; and
	e. Pengungkapan ada atau tidak ada sengketa pajak.		e. Disclosure of availability or un-availability of tax disputes.
10	Pengungkapan yang berhubungan dengan aset tetap Hal-hal yang harus diungkapkan:		10 Disclosure related to fixed assets The disclosures shall includes:
	a. Metode penyusutan yang digunakan;	√	a. Used depreciation method;
	b. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya;		b. Description on accounting policies selected between revaluation model and cost model;
	c. Metode dan asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan		c. Significant methods and assumptions used in estimation of fixed assets fair value (for revaluation model) or disclosure of fixed assets fair value (for cost model); and
	d. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi.		d. Reconciliation of gross total recorded and accumulation of fixed assets depreciation at the beginning and end of period by presenting: addition, deduction and reclassification.

Kriteria dan Penjelasan		Halaman Page	Criteria and Explanations
11	Pengungkapan yang berhubungan dengan segmen operasi Hal-hal yang harus diungkapkan:		11 Disclosure related to operations segments The disclosures shall includes:
	a. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan;	√	a. General information covering factors used to identify reported segments;
	b. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan;		b. Information on segment's reported profit loss, assets, and liabilities;
	c. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan		c. Reconciliation of segment's total revenues, segment's reported profit loss, segment's assets, segment's liabilities, and segment's other material elements to related total in entity; and
	d. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama.		d. Disclosure of entity level, which covers information on products and/or services, geographic areas and main customers.
12	Pengungkapan yang berhubungan dengan Instrumen Keuangan Hal-hal yang harus diungkapkan:		12 Disclosure related to Financial Instruments The disclosures shall includes:
	a. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya;	√	a. Financial instrument classification;
	b. Nilai wajar dan hirarkinya untuk setiap kelompok instrumen keuangan;		b. Fair value of every financial instrument group;
	c. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas;		c. Risk management objectives and policies;
	d. Kebijakan manajemen risiko; dan		d. Explanation on risks related to financial instrument: market risk, credit risk and liquidity risk; and
	e. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif.		e. Risk analysis related to financial instrument in quantitative way.
13	Penerbitan laporan keuangan Hal-hal yang diungkapkan antara lain:		13 Financial statements publication The disclosures includes:
	a. Tanggal laporan keuangan diotorisasi untuk terbit; dan	√	a. Date of financial statements authorized for publication; and
	b. Pihak yang bertanggung jawab mengotorisasi laporan keuangan.		b. Parties responsible to authorize the financial statements.



**PT SEMEN BATURAJA
(PERSERO) TBK**

BUMN UNTUK
INDONESIA



**PT SEMEN BATURAJA (PERSERO) Tbk
DAN ENTITAS ANAK**

**Laporan Keuangan Konsolidasian
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2021 dan 2020**

**PT SEMEN BATURAJA (PERSERO) Tbk
AND SUBSIDIARY**

***Consolidated Financial Statements
For the Year Ended
December 31, 2021 and 2020***

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PT SEMEN BATURAJA (PERSERO) Tbk

Kantor Pusat

Jl. Abikusno Cokrosuyoso, Keramasan Kertapati
30258, Palembang, Sumatera Selatan



0711 - 511261 (Hunting)
0711 - 512126 (Fax)



sekper@semenbaturaja.co.id

SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2021 DAN 2020
PT SEMEN BATURAJA (PERSERO) Tbk
DAN ENTITAS ANAK

**DIRECTOR'S STATEMENT LETTER
RELATING TO THE RESPONSIBILITY OF
THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2021 AND 2020
PT SEMEN BATURAJA (PERSERO) Tbk
AND ITS SUBSIDIARY**

Kami yang bertanda tangan dibawah ini:

We, the undersigned:

1. Nama: Jobi Triananda Hasjim
Alamat Kantor: Jl. Abikusno Cokrosuyoso Kertapati Palembang
Alamat Domisili: Kav DKI Blok V No.5 RT.005 RW.001
Kel. Meruya Utara, Kec. Kembangan, Jakarta Barat
Nomor Telepon: (0711) 511261 Ext. 1200
Jabatan: Direktur Utama / President Director
2. Nama: M. Jamil
Alamat Kantor: Jl. Abikusno Cokrosuyoso Kertapati Palembang
Alamat Domisili: The Avani Chadna Blok F-1 No. 38 RT.001 RW.014
Kel. Sampora, Kec. Cisaug, BSD City, Tangerang
Nomor Telepon: (0711) 511261 Ext. 1200
Jabatan: Direktur Keuangan dan Manajemen Risiko /
Finance and Risk Management Director

Name
Office Address
Domicile Address
Phone Number
Position

Name
Office Address
Domicile Address
Phone Number
Position

Menyatakan bahwa:

Declare that:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian;
2. Laporan Keuangan Konsolidasian Perusahaan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia;
3. a. Semua informasi dalam Laporan Keuangan Konsolidasian Perusahaan telah disajikan secara lengkap dan benar;
b. Laporan Keuangan Konsolidasian Perusahaan tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian intern dalam Perusahaan.

1. *We are responsible for the preparation and presentation of the Company's Consolidated Financial Statement;*
2. *The Company's Consolidated Financial Statement has been prepared in accordance with Indonesian Financial Accounting Standards (SAK);*
3. a. *All the information in this Consolidated Financial Statement have been fully and correctly disclosed;*
b. *There is no material information or fact that has been omitted or eliminated in this Consolidated Financial Statement;*
4. *We are responsible towards the internal control of the Company.*

Demikian pernyataan ini dibuat dengan sebenarnya.

In witness whereof, the undersigned have drawn up this statement truthfully.

Palembang, 15 Februari 2022 / February 15, 2022

Direktur Utama /
President Director

Direktur Keuangan dan Manajemen Risiko /
Finance and Risk Management Director

Jobi Triananda Hasjim

M. Jamil



Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Registered Public Accountants

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Nomor/Number : 00026/2.1030/AU.1/04/1514-2/1/II/2022

Laporan Auditor Independen/ Independent Auditor's Report

Pemegang Saham, Dewan Komisaris dan Direksi/
The Stockholders, Board of Commissioners, and Directors

PT Semen Baturaja (Persero) Tbk

Kami telah mengaudit laporan keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anaknya, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2021, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

We have audited the accompanying consolidated financial statements of PT Semen Baturaja (Persero) Tbk and its subsidiary, which comprise the consolidated statement of financial position as of December 31, 2021, and the consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Tanggung jawab manajemen atas laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian tersebut bebas dari kesalahan penyajian material.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan konsolidasian. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan konsolidasian entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan konsolidasian secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Semen Baturaja (Persero) Tbk dan entitas anaknya tanggal 31 Desember 2021, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Hal lain

Audit kami atas laporan keuangan PT Semen Baturaja (Persero) Tbk. tanggal 31 Desember 2021, terlampir dilaksanakan dengan tujuan untuk merumuskan suatu opini atas laporan keuangan secara keseluruhan. Informasi keuangan PT Semen Baturaja (Persero) Tbk. terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2021 serta laporan laba rugi komprehensif, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, yang disajikan sebagai informasi tambahan terhadap laporan keuangan tersebut di atas, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan tersebut diatas yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi keuangan entitas merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan tersebut di atas. Informasi keuangan entitas induk telah menjadi obyek prosedur audit yang diterapkan dalam audit atas laporan keuangan tersebut di atas

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Semen Baturaja (Persero) Tbk and its subsidiary as of December 31, 2021, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Other matter

Our audits of the accompanying financial statements of PT Semen Baturaja (Persero) Tbk. as of December 31, 2021, were performed for the purpose of forming an opinion on financial statements taken as a whole. The accompanying financial information of PT Semen Baturaja (Persero) Tbk., which comprises the statements of financial position as of December 31, 2021 and the statements of comprehensive income, statements of change in equity, and statements of cash flows for the then ended, which is presented as a supplementary information to the above-mentioned financial statements, is presented for the purposes of additional analysis and is not a required part of the above-mentioned financial statements under Indonesian Financial Accounting Standards. The Entity Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the above-mentioned financial statements. The Entity Financial Information has been subjected to the auditing procedures applied in the audits of the above-mentioned

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

berdasarkan Standar Audit yang diterapkan oleh Institut Akuntan Publik Indonesia. Menurut opini kami, informasi keuangan entitas disajikan secara wajar, dalam semua hal yang material, berkaitan dengan laporan keuangan tersebut di atas secara keseluruhan.

financial statement in accordance with Standards on Auditing established by the Indonesia Institute of Certified Public Accountants. In our opinion the Entity Financial Information is fairly stated, in all material respect, in relation to the above-mentioned financial statements taken as a whole.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan



Donny Iskandar Maramis

Nomor Izin Akuntan Publik: AP.1514/
Public Accountant License Number: AP.1514

Jakarta, 15 Februari/February 15, 2022



**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN**

Pada Tanggal 31 Desember 2021 dan 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION**

As of December 31, 2021 and 2020
(Expressed in thousand Rupiah,
unless otherwise stated)

	Catatan/ Notes	2021 Rp	2020 Rp
ASET			
ASET LANCAR			
Kas dan Setara Kas	4,18,36	534,829,582	362,469,101
Piutang Usaha			
Pihak Berelasi	5,18,36	7,923,000	6,766,226
Pihak Ketiga	5,18	466,029,285	443,455,943
Piutang Lain - lain			
Pihak Berelasi	6,18,36	--	2,238,785
Pihak Ketiga	6,18	1,598,649	6,106,409
Persediaan	7	282,226,860	249,819,117
Pajak Dibayar Di Muka	15a	7,043,550	6,316,693
Biaya Dibayar Di Muka	8,36	2,412,308	4,407,059
Uang Muka	9	9,267,193	19,552,596
Aset Keuangan Lancar Lainnya	10,19	551,497	525,496
Jumlah Aset Lancar		1,311,881,924	1,101,657,425
ASET TIDAK LANCAR			
Penyertaan Saham		25,000	25,000
Aset Tetap	11	4,132,635,897	4,242,524,144
Aset Takberwujud	12	204,077,132	241,077,027
Aset Tidak Lancar Lainnya	13,36	169,125,666	151,891,964
Jumlah Aset Tidak Lancar		4,505,863,695	4,635,518,135
JUMLAH ASET		5,817,745,619	5,737,175,560

ASSETS
CURRENT ASSETS
Cash and Cash Equivalents
Trade Receivables
Related Parties
Third Parties
Other Receivables
Related Parties
Third Parties
Inventories
Prepaid Taxes
Prepaid Expenses
Advances
Other Current Financial Assets
Total Current Assets
NON - CURRENT ASSETS
Investment in Share
Fixed Assets
Intangible Assets
Other Non - Current Assets
Total Non - Current Assets
TOTAL ASSETS

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (Lanjutan)**
Pada Tanggal 31 Desember 2021 dan 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION (Continued)**
As of December 31, 2021 and 2020
(Expressed in thousand Rupiah,
unless otherwise stated)

	Catatan/ Notes	2021 Rp	2020 Rp
LIABILITAS DAN EKUITAS			
LIABILITAS			
LIABILITAS JANGKA PENDEK			
Utang Usaha			
Pihak Berelasi	14,18,36	90,401,309	64,214,407
Pihak Ketiga	14,18	160,434,215	194,562,029
Utang Jangka Panjang - Bagian Jangka Pendek	18,19	58,854,644	425,523,681
Utang Pajak	15b	18,164,189	25,543,070
Beban Akrua	16,18,36	124,215,850	97,937,434
Liabilitas Imbalan Kerja Jangka Pendek	21	1,543,253	548,170
Liabilitas Sewa -			
Jatuh Tempo Dalam Satu Tahun	20	12,896,984	39,886,205
Liabilitas Jangka Pendek Lainnya	17,18	6,603,844	1,923,640
Jumlah Liabilitas Jangka Pendek		473,114,288	850,138,636
LIABILITAS JANGKA PANJANG			
Utang Jangka Panjang,			
Setelah Dikurangi Bagian Jangka Pendek :			
Pinjaman Bank	18,19	1,592,119,081	1,173,130,470
Liabilitas Sewa	20	78,688,546	89,426,909
Liabilitas Pajak Tangguhan	15d	145,141,491	126,760,409
Liabilitas Imbalan Kerja Jangka Panjang	21	50,513,004	52,480,936
Utang Development, Provisi			
Reklamasi dan Pasca Tambang	22	11,924,688	37,349,593
Jumlah Liabilitas Jangka Panjang		1,878,386,810	1,479,148,317
JUMLAH LIABILITAS		2,351,501,098	2,329,286,953
EKUITAS			
Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk			
Modal Saham			
Modal Dasar 30.000.000.000 Lembar			
Saham Biasa, Modal Ditempatkan dan			
Disetor Penuh Sebesar 9.932.534.336			
Lembar Saham Dengan Nilai Nominal Rp100	23	993,253,434	993,253,434
Per Lembar Saham			
Tambahan Modal Disetor	24	1,270,606,785	1,270,606,785
Saldo Laba			
Telah Ditentukan Penggunaannya		1,017,670,369	1,007,899,600
Belum Ditentukan Penggunaannya		239,059,534	195,420,158
Penghasilan (Kerugian) Komprehensif Lain		(54,382,138)	(59,326,386)
Total Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk		3,466,207,984	3,407,853,591
Kepentingan Non - Pengendali	26	36,537	35,016
Jumlah Ekuitas		3,466,244,521	3,407,888,607
JUMLAH LIABILITAS DAN EKUITAS		5,817,745,619	5,737,175,560

LIABILITIES AND EQUITY	
LIABILITIES	
CURRENT LIABILITIES	
Trade Payables	
Related Parties	
Third Parties	
Long Term Debt - Current Portion	
Taxes Payable	
Accrued Expenses	
Short Term Employee Benefits Liabilities	
Lease Liabilities -	
Current Maturities	
Other Current Liabilities	
Total Current Liabilities	
NON - CURRENT LIABILITIES	
Long Term Debt -	
Net of Current Portion	
Bank Loan	
Lease Liabilities	
Deferred Tax Liabilities	
Long Term Employee Benefit Liabilities	
Development Liability, Provision For	
Reclamation and Mine Closure	
Total Non - Current Liabilities	
TOTAL LIABILITIES	
EQUITY	
Equity Attributable to Equity Holders of the Parent Entity	
Share Capital	
Authorized 30,000,000,000 Shares,	
Issued Fully	
Paid-up Capital 9,932,534,336	
Shares With Par Value Rp100	
Per Share	
Additional Paid-in Capital	
Retained Earnings	
Appropriated	
Unappropriated	
Other Comprehensive Income (Loss)	
Total Equity Attributable to Equity Holders of the Parent Entity	
Non-Controlling Interests	
Total Equity	
TOTAL LIABILITIES AND EQUITY	

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN**
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2021 dan 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF PROFIT OR
LOSS AND OTHER COMPREHENSIVE INCOME**
For The Years Ended
December 31, 2021 and 2020
(Expressed in thousand Rupiah,
unless otherwise stated)

	Catatan/ Notes	2021 Rp	2020 Rp	
PENDAPATAN	27	1,751,585,770	1,721,907,150	REVENUES
BEBAN POKOK PENJUALAN	28	(977,315,238)	(1,001,749,360)	COST OF GOOD SOLD
LABA KOTOR		<u>774,270,532</u>	<u>720,157,790</u>	GROSS PROFIT
BEBAN USAHA				OPERATING EXPENSES
Beban Penjualan	29	(313,037,384)	(315,425,347)	Selling Expenses
Beban Umum dan Administrasi	30	(228,191,442)	(244,673,134)	General and Administrative Expenses
Pendapatan (Beban) Operasi Lainnya	31	1,269,143	55,100,465	Other Operating Income (Expenses)
Jumlah Beban Usaha		<u>(539,959,683)</u>	<u>(504,998,016)</u>	Total Operating Expenses
LABA USAHA		<u>234,310,849</u>	<u>215,159,774</u>	OPERATING PROFIT
PENDAPATAN (BEBAK) KEUANGAN				FINANCIAL INCOME (EXPENSE)
Pendapatan Keuangan	32	14,398,324	5,087,424	Finance Income
Beban Keuangan	33	(180,355,009)	(183,779,596)	Finance Expenses
Jumlah Beban Keuangan		<u>(165,956,685)</u>	<u>(178,692,172)</u>	Total Financial Income (Expenses)
LABA SEBELUM PAJAK PENGHASILAN		<u>68,354,164</u>	<u>36,467,602</u>	PROFIT BEFORE INCOME TAX
BEBAN PAJAK PENGHASILAN	15c	<u>(16,536,859)</u>	<u>(25,485,929)</u>	INCOME TAX EXPENSE
LABA TAHUN BERJALAN		<u>51,817,305</u>	<u>10,981,673</u>	PROFIT FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME
Pos-Pos yang Tidak Akan Direklasifikasi ke Laba Rugi Pengukuran Kembali				Items That Will Not be Reclassified to Profit or Loss Remeasurement of Defined Benefit Program
Program Imbalan Pasti		8,382,832	(12,553,977)	Related Income Tax
Pajak Penghasilan Terkait		(1,844,223)	2,761,875	
Keuntungan (Kerugian) Komprehensif Lain Tahun Berjalan Setelah Pajak		<u>6,538,609</u>	<u>(9,792,102)</u>	Total Others Comprehensive Gain (Loss) for The Year After Tax
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		<u>58,355,914</u>	<u>1,189,571</u>	TOTAL COMPREHENSIVE INCOME FOR THE YEAR
LABA YANG DAPAT DIATRIBUSIKAN KEPADA				PROFIT ATTRIBUTABLE TO
Pemilik Entitas Induk		51,815,794	10,984,574	Equity Holders of Parent Entity
Kepentingan Non - Pengendali		1,511	(2,901)	Non - Controlling Interests
		<u>51,817,305</u>	<u>10,981,673</u>	
JUMLAH PENGHASILAN KOMPREHENSIF YANG DAPAT DIATRIBUSIKAN KEPADA				TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO
Pemilik Entitas Induk		58,354,393	1,192,270	Equity Holders of Parent Entity
Kepentingan Non - Pengendali		1,521	(2,699)	Non - Controlling Interests
		<u>58,355,914</u>	<u>1,189,571</u>	
LABA PER SAHAM (Rupiah Penuh)		<u>5</u>	<u>1</u>	EARNING PER SHARE (Full Amount)

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK**

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN

Untuk Tahun-tahun yang Berakhir

Pada Tanggal 31 Desember 2021 dan 2020

(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY**

CONSOLIDATED STATEMENTS CHANGES IN OF EQUITY

For The Years Ended

December 31, 2021 and 2020

(Expressed in thousand Rupiah, unless otherwise stated)

	Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk/ Equity attributable to Equity Holders of the Parent Entity									
	Saldo Laba/ Retained Earnings					Penghasilan Komprehensif Lain/ Other Comprehensive Income				
	Modal Saham/ Share Capital	Tambahan Modal Disetor/ Additional Paid-in Capital	Telah Ditetapkan Penggunaannya/ Appropriated	Belum Ditetapkan Penggunaannya/ Unappropriated	Tidak Direklasifikasi ke Laba Rugi/ Not Reclassified to Profit or Loss	Direklasifikasi ke laba rugi/ Reclassified to Profit or Loss	Kepentingan Non - Controlling Interests	Jumlah Ekuitas/ Total Equity		
Saldo Per 31 Desember 2019	993,253,434	1,270,606,785	983,986,122	283,943,117	(49,534,082)	--	37,715	3,482,293,091	Balance as of Desember 31, 2019	
Penyesuaian Implementasi PSAK 71	--	--	--	(75,123,250)	--	--	--	(75,123,250)	Adjustment to Implementation of PSAK 71	
Penyesuaian Perpajakan	--	--	--	5,688,056	--	--	--	5,688,056	Taxation Adjustment	
Saldo Per 1 Januari 2020	993,253,434	1,270,606,785	983,986,122	214,507,923	(49,534,082)	--	37,715	3,412,857,897	Balance as of January 1, 2020	
Setelah Penyesuaian	--	--	--	(6,158,861)	--	--	--	(6,158,861)	After Adjustment	
Dividen	--	--	--	(23,913,478)	--	--	--	--	Dividend	
Pencadangan Saldo Laba	--	--	--	23,913,478	--	--	--	--	Appropriation of Retained Earnings	
Laba Tahun Berjalan	--	--	--	10,984,574	--	--	(2,901)	10,981,673	Profit for the Year	
Pengukuran Kembali	--	--	--	--	--	--	--	--	Remeasurement of Defined Benefit Program	
Saldo Per 31 Desember 2020	993,253,434	1,270,606,785	1,007,899,600	195,420,158	(9,792,304)	--	202	3,407,888,607	Balance as of Desember 31, 2020	
Pencadangan Saldo Laba	--	--	9,770,769	(9,770,769)	--	--	35,016	--	Appropriation of Retained Earnings	
Laba Tahun Berjalan	--	--	--	51,815,794	--	--	1,511	51,817,305	Profit for the Year	
Penyesuaian Imbalan Kerja	--	--	--	1,594,351	(1,594,351)	--	--	--	Adjustment of Defined Benefit	
Pengukuran Kembali	--	--	--	--	--	--	--	--	Remeasurement of Defined Benefit Program	
Saldo Per 31 Desember 2021	993,253,434	1,270,606,785	1,017,670,369	239,059,534	(54,382,138)	--	36,537	3,466,244,521	Balance as of Desember 31, 2021	

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK
LAPORAN ARUS KAS KONSOLIDASIAN**
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2021 dan 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF CASH FLOWS**
For The Years Ended
December 31, 2021 and 2020
(Expressed in thousand Rupiah,
unless otherwise stated)

	2021 Rp	2020 Rp	
ARUS KAS DARI			CASH FLOWS FROM
AKTIVITAS OPERASI			OPERATING ACTIVITIES
Penerimaan Kas dari Pelanggan	2,068,232,700	1,833,573,263	Receipt from Customers
Pembayaran Kas kepada Pemasok	(1,537,431,643)	(1,321,766,852)	Payments to Suppliers
Pembayaran Kas kepada Karyawan	(169,493,224)	(175,189,724)	Payments to Employees
Penerimaan Bunga	13,846,062	4,640,709	Interest Income Receipt
Penerimaan Restitusi Pajak	—	11,409,338	Receipt from Tax Refunds
Pembayaran Pajak Penghasilan	(411,848)	(365,931)	Payment Corporate of Income Taxes
Arus Kas Bersih Diperoleh dari Aktivitas Operasi	374,742,047	352,300,803	Net Cash Flows Provided by Operating Activities
ARUS KAS DARI			CASH FLOWS FROM
AKTIVITAS INVESTASI			INVESTING ACTIVITIES
Pembelian Aset Tetap	(28,009,181)	(45,435,971)	Acquisition of Fixed Assets
Penjualan Aset Tetap	303,866	—	Sales of Fixed Assets
Aset Dalam Pembangunan	(4,655,834)	(31,687,200)	Construction in Progress
Pembelian Lahan untuk Pengembangan	(6,860,575)	(323,190)	Acquisition of Land for Development
Pembelian Aset Takberwujud	(485,600)	(4,723,646)	Acquisition of Intangible Assets
Arus Kas Bersih Digunakan untuk Aktivitas Investasi	(39,707,324)	(82,170,007)	Net Cash Flows Used in Investing Activities
ARUS KAS DARI			CASH FLOWS FROM
AKTIVITAS PENDANAAN			FINANCING ACTIVITIES
Penerimaan Pinjaman Kredit Investasi	480,000,000	1,220,000,000	Receipt of Investment Credit Loan
Pembayaran Pinjaman Kredit Investasi	(36,100,000)	(1,095,724,236)	Receipts (Payment) of Short Term Loan - Net
Pembayaran Dividen	—	(6,158,861)	Payments of Dividend
Pembayaran Bunga Kredit Investasi	(150,560,701)	(106,858,881)	Payment of Interest of Investment Credit Loan
Pembayaran Bunga Keuangan	(4,794,270)	(1,784,549)	Payment of Interest of Finance Expenses
Pembayaran Pokok Liabilitas Sewa	(33,675,693)	(50,238,672)	Payment of Lease Liabilities Principal
Pembayaran Bunga Liabilitas Sewa	(8,262,115)	(16,579,805)	Payment of Lease Liabilities Interest
Pembayaran Pokok Medium Term Note	(400,000,000)	—	Payment of Medium Term Note Loan Principal
Pembayaran Bunga Medium Term Note	(9,000,000)	(36,000,000)	Payment of Medium Term Note Loan Interest
Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan	(162,392,779)	(93,345,004)	Net Cash Flows Used in Financing Activities
KENAIKAN BERSIH			NET INCREASE
KAS DAN SETARA KAS	172,641,944	176,785,792	IN CASH AND CASH EQUIVALENTS
PENGARUH PERUBAHAN SELISIH KURS TERHADAP			EFFECTS OF FOREIGN EXCHANGE RATE
KAS DAN SETARA KAS	(281,463)	34,463	CHANGES ON CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS	362,469,101	185,648,846	CASH AND CASH EQUIVALENTS AT THE
PADA AWAL TAHUN			BEGINNING OF THE YEAR
KAS DAN SETARA KAS PADA AKHIR TAHUN	534,829,582	362,469,101	CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR
Komponen Kas dan Setara Kas Terdiri dari			Components Cash and Cash Equivalents are as Follows
Kas	28,765	595,598	Cash
Bank	124,800,817	123,873,503	Bank
Deposito Berjangka dan Call Deposits	410,000,000	238,000,000	Time and Call Deposits
Total	534,829,582	362,469,101	Total

Tambahan informasi aktivitas yang tidak mempengaruhi arus kas disajikan pada Catatan 39.

Additional information of non cash activities is presented in Note 39.

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasi secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN**

Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2021 dan 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS**

For the Years Ended
December 31, 2021 and 2020
(Expressed in thousand Rupiah,
unless otherwise stated)

1. Umum

a. Legalitas Pendirian Perusahaan

PT Semen Baturaja (Persero) Tbk ("Perusahaan") didirikan berdasarkan akta notaris Jony Frederik Berthold Tumbelaka Sinjal, notaris di Jakarta tanggal 14 November 1974 No. 34, diubah dengan akta notaris yang sama tanggal 21 November 1974 No. 49 akta-akta ini telah disetujui oleh Menteri Kehakiman Republik Indonesia dengan No. Y.A5/422/18 tanggal 22 November 1974, didaftarkan di Pengadilan Negeri Palembang dengan No. 376/1974 tanggal 22 November 1974 dan diumumkan dalam tambahan No. 15 pada Berita Negara No. 2 tanggal 7 Januari 1975.

Anggaran dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan Anggaran dasar terakhir berdasarkan Rapat Umum Pemegang Saham dilakukan dengan akta Fathiah Helmi, S.H., notaris di Jakarta, nomor 68 tanggal 25 Juni 2021 mengenai perubahan nomenklatur jabatan anggota Direksi Perseroan serta pengangkatan Komisaris Independen Perseroan dan telah mendapatkan penerimaan perubahan Anggaran Dasar Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Keputusan No. AHU-0127661.AH.01.11.TH. 2021 tanggal 23 Juli 2021.

b. Penawaran Umum Efek Perusahaan

Berdasarkan Surat No. S-176/D.04/2013 tanggal 19 Juni 2013 dari Otoritas Jasa Keuangan di Indonesia, Perusahaan memperoleh persetujuan Pernyataan Efektif Pendaftaran oleh Otoritas Jasa Keuangan.

Pada tanggal 28 Desember 2013 PT Semen Baturaja (Persero) Tbk telah melakukan penawaran saham perdana (IPO) di Bursa Efek Indonesia sebanyak 2.337.678.500 lembar saham dengan harga nominal Rp100 (dalam Rupiah penuh) per saham dan harga penawaran saham Rp560 (dalam Rupiah penuh) per saham.

1. General

a. Company's Establishment Legality

PT Semen Baturaja (Persero) Tbk ("the Company") was established by Notarial Deed of Jony Frederik Berthold Tumbelaka Sinjal No. 34, in Jakarta, dated November 14, 1974, amended by the same notary on November 21, 1974, Deed No. 49 the deeds were approved by the Minister of Justice of the Republic of Indonesia in his Decision Letter No.Y.A5/422/18 dated November 22, 1974 register in District Court of Palembang No. 376/1974 dated November 22, 1974 and published in Supplement No. 15 of State Gazette No. 2 dated January 7, 1975.

The Company's articles have been changed several times. Last Amended of Company's articles based on General Meeting of shareholders was on Notarial Deed of Fathiah Helmi, S.H., notary in Jakarta, Number 68 dated June 25, 2021 regarding changes to the nomenclature of positions for members of the Company's Board of Directors and the appointment of Independent Commissioners of the Company and has received acceptance of amendments to the Articles of Association of the Minister of Law and Rights Human Rights of the Republic of Indonesia with Decree No. AHU-0127661.AH.01.11.TH.2021 dated July 23, 2021.

b. Public Offering of Shares of the Company

According to the letter No. S-176/D.04/2013 dated June 19, 2013 from the Financial Services Authority Indonesia, the Company has received the approval of the Effective Registration Statement from Financial Service Authority.

On December 28, 2013 PT Semen Baturaja (Persero) Tbk has issued shares through Initial Public Offering (IPO) in Indonesia Stock Exchange as much as 2,337,678,500 shares with nominal price Rp100 (in full Rupiah) per share and the offering price of Rp560 (in full Rupiah) per share.

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c. Lingkup dan Jaringan Usaha Perusahaan

Sesuai dengan pasal 3 Anggaran Dasarnya, Perusahaan bergerak di bidang industri semen termasuk produksi, distribusi dan jasa-jasa lain yang terkait dengan industri semen.

Kantor Pusat Perusahaan terletak di Jalan Abikusno Cokrosuyoso, Kertapati, Palembang. Lokasi pabrik yang dimiliki Perusahaan terdapat di tiga lokasi yaitu masing-masing di Baturaja, Palembang dan Panjang (Lampung). Fasilitas Pabrik di Baturaja meliputi pabrik penghasil terak (*intermediate good*) dengan kapasitas produksi 2.700.000 ton per tahun dan pabrik penghasil semen (*cement mill*) dengan kapasitas produksi semen curah 3.850.000 ton per tahun.

Jumlah kapasitas ini diperoleh setelah selesainya proyek *Cement Mill & Packer* yang diselesaikan pada akhir tahun 2013 dan proyek Pabrik Baturaja II yang diselesaikan pada akhir tahun 2017. Seluruh hasil produksi semen dipasarkan di pasar lokal yang meliputi wilayah Sumatera Bagian Selatan dan Bengkulu.

Selain kantor beroperasi di Baturaja, Palembang dan Panjang, Perusahaan juga memiliki kantor perwakilan yang beralamat di Gedung Graha Irama Lantai 9 Ruang B - C, Jl. H.R. Rasuna Said Kav. 10, Jakarta Selatan. Perusahaan memulai kegiatan komersialnya pada tanggal 1 Juni 1981.

d. Dewan Komisaris, Direksi dan Karyawan

Berdasarkan surat dari Menteri Badan Usaha Milik Negara Nomor: SR-362/MBU/05/2021 pada Rapat Umum Pemegang Saham (RUPS) pada tanggal 25 Mei 2021 dan surat dari Menteri Badan Usaha Milik Negara Nomor: SR-324/MBU/05/2019 pada Rapat Umum Pemegang Saham (RUPS) pada tanggal 13 Agustus 2020 komposisi Dewan Komisaris mengalami perubahan. Susunan Dewan Komisaris Perusahaan per tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

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c. Scope and Network of the Company's Business

In accordance with article 3 of the Company's articles of association, the Company is involved in the cement industrial sector including production, distribution, and other services around cement industry.

The Company's head office located on Abikusno Cokrosuyoso, Kertapati, Palembang. Cement plants of the Company are located in three location there are in Baturaja, Palembang, and Panjang (Lampung). The facility of plant in Baturaja includes plant for producing clinker (intermediate goods) with the production capacity of 2,700,000 tons per year and plant for producing cement bulk with production capacity of 3,850,000 ton per year.

The capacity was reached after the completion of project of Cement Mill & Packer which completed at the end of the year 2013 and project of Baturaja II Factory which completed at the end of the year 2017. All cement production is marketed in the local market which covers the Southern Sumatra and Bengkulu regions.

In addition to the operating office in Baturaja, Palembang and Panjang, the Company also has representative office located at Graha Irama 9th floor Room B - C, Jl. H.R. Rasuna Said Kav. 10, South Jakarta. The Company commenced commercial operations on June 1, 1981.

d. The Board of Commissioners, Directors and Employee

Based on the Letter of Minister of State-Owned Enterprises Number: SR-362/MBU/05/2021 in the General Meeting of Shareholders (GMS) on May 25, 2021 the Letter of Minister of State-Owned Enterprises Number: SR-324/MBU/05/2019 in the General Meeting of Shareholders (GMS) on August 13, 2020, the composition of the Board of Commissioners has changed. The composition of the Company's Board of Commissioners as of December 31, 2021 and 2020 are as follows:

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	2021	2020	
Dewan Komisaris			Board of Commissioners
Komisaris Utama	Franciscus M.A. Sibarani	Franciscus M.A. Sibarani	President Commissioner
Komisaris	Oke Nurwan	Oke Nurwan	Commissioner
Komisaris Independen	Darusman Mawardi	Darusman Mawardi	Independent Commissioner
Komisaris Independen	Endang Tirtana*	Endang Tirtana	Independent Commissioner
Komisaris Independen	Chowadja Sanova	-	Independent Commissioner
* Mengundurkan diri berdasarkan surat edaran Nomor: UM.02.13/4496/2021 efektif per 29 Desember 2021.			Resign based on the circular * No: UM.02.13/4496/2021 effective as per December 29, 2021.

Susunan Direksi Perusahaan pada tanggal
31 Desember 2021 dan 2020 adalah sebagai
berikut:

*Directors of the Company as of December 31,
2021 and 2020, are as follows:*

	2021 dan/and 2020	
Direksi		Directors
Direktur Utama	Jobi Triananda Hasjim	President Director
Direktur Keuangan dan Manajemen Risiko	M. Jamil	Finance and Risk Management Director
Direktur Produksi dan Pengembangan	Daconi	Production and Development Director
Direktur Umum dan SDM	Amrullah	General Affairs and Human Resources Director
Direktur Pemasaran	Mukhamad Saifudin	Marketing Director

Berdasarkan surat keputusan Dewan
Komisaris No. SK-01/DK-SB/I/2021 tanggal
29 Januari 2021 dan surat keputusan Dewan
Komisaris No. SK-02/DK-SB/I/2020 tanggal 10
Januari 2020, komposisi Komite Audit
mengalami perubahan. Susunan Komite Audit
Perusahaan per tanggal 31 Desember 2021
dan 2020 adalah sebagai berikut:

*Based on the Decision of Commissioners
No. SK-01/DK-SB/I/2021 dated January 29,
2021 and Decision of Commissioners No. SK-
02/DK-SB/I/2020 dated January 10, 2020, the
Board of Audit Committee have been change.
Board of Audit Committee of the Company as
of December 31, 2021 and 2020 are as
follows:*

	2021	2020	
Komite Audit			Audit Committee
Ketua	Darusman Mawardi	Darusman Mawardi	Chairman
Anggota	Mansyursyah Nasution	Mansyursyah Nasution	Member
Anggota	Muhammad Imran	Harsi Romli	Member

Pada tanggal 31 Desember 2021 dan 2020,
Perusahaan mempunyai masing-masing 912
dan 920 karyawan. Jumlah biaya karyawan
Perusahaan yang berakhir pada tanggal
31 Desember 2021 dan 2020 masing-masing
sebesar Rp237.701.542 dan Rp208.372.727.
Remunerasi yang dibebankan kepada dewan
komisaris dan direksi Perusahaan masing-
masing sebesar Rp23.605.384 dan
Rp24.128.943.

*As of December 31, 2021 and 2020 the
Company had 912 and 920 employees. Total
employees costs for the year ended
December 31, 2021 and 2020 amounted to
Rp237,701,542 and Rp208,372,727.
Remuneration costed to the boards of
Commissioners and Directors follows as
amounted to Rp23,605,384 and
Rp24,128,943, respectively.*

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- e. Entitas Anak yang Dikonsolidasikan**
Kepemilikan saham Perusahaan pada entitas anak yang dikonsolidasi sebagai berikut:

- e. Consolidated Subsidiary**
The company's ownership interests in consolidated subsidiary is as follows:

Entitas Anak/ Subsidiary	Domisili/ Domicile	Jenis Usaha/ Nature of Business	Kepemilikan/ Percentage 31 Desember 2021 dan 2020/ December December 31, 2021 and 2020	Dimulainya Kegiatan Komersial/ Start of Commercial Operations	Jumlah Aset Sebelum Eliminasi/ Total Assets Before Eliminations	
					31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
PT Baturaja Multi Usaha	Palembang	Perdagangan, Pembangunan, Perindustrian, Pengkangkutan Darat & Jasa / Trading, Construction, Industry, Transportation & Services	99,94%	2016	238,161,382	249,208,910

Pada tanggal 24 Februari 2016, berdasarkan akta notaris No.49, Notaris Akhmad Habriand, S.H., M.H., Perusahaan mendirikan PT Baturaja Multi Usaha. Akta ini disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusan No.AHU-0010830.AH.01.01 tanggal 26 Februari 2016.

As of February 24, 2016, based on Notarial Deed No.49, Notary of Akhmad Habriand, S.H., M.H., the company established PT Baturaja Multi Usaha. The Deed was approved by Republic Indonesia in his Minister of Law and Humans Rights decision letter No. AHU-0010830.AH.01.01 dated February 26, 2016.

Anggaran dasar Entitas Anak mengalami beberapa perubahan, terakhir berdasarkan Akta Notaris Nomor 180 tanggal 29 Januari 2018, Notaris Akhmad Habriand, S.H., M.H., mengenai peningkatan modal dasar dari Rp40.000.000 menjadi Rp160.000.000 dan meningkatkan modal ditempatkan dan disetor dari Rp10.025.000 menjadi Rp40.025.000. Perubahan anggaran dasar tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam surat keputusan No.AHU-AH.01.03.0085903 tanggal 27 Februari 2018.

The Subsidiary's articles of association has been amended several times, the latest by notaried deed No. 180 of Akhmad Habriand, S.H., M.H., dated January 29, 2018 concerning the increased in authorized capital from Rp40,000,000 to Rp160,000,000 and the increase issued and fully paid capital from Rp10,025,000 to Rp40,025,000. This amendment has been approved by the Minister of Law and Human Rights of the Republic Indonesia in its Decision Letter No. AHU-AH.01.03.0085903 dated February 27, 2018.

2. Kebijakan Akuntansi Signifikan

2. Significant Accounting Policies

a. Dasar Penyajian Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian ini telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan – Ikatan Akuntan Indonesia (DSAK – IAI) dan Keputusan Ketua Bapepam-LK No.KEP-347/BL.2012 tanggal 25 Juni 2012 tentang penyajian dan pengungkapan laporan keuangan emiten atau Perusahaan publik (Peraturan VIII.G.7).

a. Basis of Consolidated Financial Statements Preparation

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards which include the Statement of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standard Board - Indonesian Institute of Accountant (DSAK - IAI), and Decree of Chairman of Bapepam-LK No.KEP-347/BL.2012 dated June 25, 2012, regarding presentation and disclosure of financial statements of issuers or public companies (Regulation VIII.G.7).

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**b. Dasar Pengukuran dan Penyusunan
Laporan Keuangan Konsolidasian**

Laporan keuangan konsolidasian disusun dan disajikan berdasarkan asumsi kelangsungan usaha serta atas dasar akrual, kecuali laporan arus kas konsolidasian. Dasar pengukuran dalam penyusunan laporan keuangan konsolidasian ini menggunakan konsep biaya perolehan, kecuali untuk beberapa akun tertentu yang pengukurannya didasarkan pada nilai lain sebagaimana dijelaskan dalam tiap-tiap akun yang bersangkutan yang dimaksud dengan biaya perolehan adalah jumlah kas atau setara kas yang dibayarkan atau nilai wajar dari imbalan lain yang diserahkan untuk memperoleh suatu aset pada saat perolehan atau konstruksi atau, jika dapat diterapkan, jumlah yang diatribusikan pada aset ketika pertama kali diakui sesuai dengan persyaratan tertentu dalam Pernyataan Standar Akuntansi Keuangan (PSAK).

Laporan arus kas konsolidasian disajikan dengan metode langsung (*direct method*) dan arus kas dikelompokkan ke dalam aktivitas operasi, investasi dan pendanaan.

Mata uang fungsional yang digunakan oleh Perusahaan dan entitas anak (Grup) adalah mata uang Rupiah karena Grup beroperasi dalam lingkungan ekonomi utama yang menggunakan mata uang Rupiah. Oleh karena itu, Rupiah dipakai sebagai mata uang penyajian laporan keuangan konsolidasian Grup. Setiap entitas di dalam Grup menetapkan mata uang penyajiannya sesuai dengan mata uang fungsionalnya masing-masing.

**c. Pernyataan dan Interpretasi Standar
Akuntansi Baru dan Revisi yang Berlaku
Efektif pada Tahun Berjalan**

Berikut amendemen dan penyesuaian atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2021, dengan penerapan dini diperkenankan yaitu:

- PSAK 22 (Amendemen 2019): Kombinasi Bisnis tentang Definisi Bisnis;
- Amendemen PSAK 71, Amendemen PSAK 55, Amendemen PSAK 60, Amendemen PSAK 62 dan Amendemen PSAK 73 tentang Reformasi Acuan Suku Bunga – Tahap 2;
- PSAK 110 (Penyesuaian 2020): Akuntansi Sukuk;

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**b. Basis of Measurement and Preparation of
the Consolidated Financial Statements**

The consolidated financial statements have been prepared and presented based on going concern assumption and accrual basis of accounting, except for the consolidated statements of cash flows. Basis of measurement in preparation of these consolidated financial statements is the historical costs concept, except for certain accounts which have been prepared on the basis of other measurements as described in their respective policies. Historical cost is defined as the amount of cash or cash equivalents paid or the fair value of the other benefits transferred to acquire an asset at the time of acquisition or construction or, where applicable, the amount attributed to the asset when it is first recognized in accordance with certain conditions in Statement of Financial Accounting Standards (PSAK).

The consolidated statements of cash flows are prepared using the direct method by classifying cash flows into operating, investing and financing activities.

The functional currency used by the Company and subsidiary (Group) is the IDR currency since the Group operates in a prime economic environment that using IDR currency. Therefore, IDR is used as the currency of the consolidated financial statements of the Group. Each entity within the Group determines its currency in accordance with its respective functional currency.

**c. New and Revised Standard and
Interpretation of Financial Accounting
Standards Effective in the Current Year**

The following are amendment and improvements to standards which effective for periods beginning on or after January 1, 2021, with early adoption is permitted, are as follows:

- PSAK 22 (Amendment 2019): Business Combinations regarding Definition of Business;
- Amendment PSAK 71, Amendment PSAK 55, Amendment PSAK 60, Amendment PSAK 62, and Amendment PSAK 73 regarding Interest Rate Benchmark Reform – Phase 2;
- PSAK 110 (Improvement 2020): Accounting for Sukuk;

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- PSAK 111 (Penyesuaian 2020): Akuntansi Wa'd;
- PSAK 112: Akuntansi Wakaf;
- PSAK 1 (Penyesuaian Tahunan 2021): Penyajian Laporan Keuangan;
- PSAK 13 (Penyesuaian Tahunan 2021): Properti Investasi;
- PSAK 48 (Penyesuaian Tahunan 2021): Penurunan Nilai Aset;
- PSAK 66 (Penyesuaian Tahunan 2021): Pengaturan Bersama; dan
- ISAK 16 (Penyesuaian Tahunan 2021): Perjanjian Konsesi Jasa.

Implementasi standar-standar tersebut tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

d. Prinsip Prinsip Konsolidasian

Entitas anak merupakan semua entitas (termasuk entitas bertujuan khusus), dimana Grup memiliki pengendalian. Grup mengendalikan suatu entitas ketika Grup memiliki hak atas imbal hasil variabel dari keterlibatannya dengan suatu entitas dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas entitas tersebut.

Entitas anak dikonsolidasi sejak tanggal pengendalian beralih kepada Grup dan tidak lagi dikonsolidasi sejak tanggal hilangnya pengendalian.

Saldo, transaksi, penghasilan dan beban intrakelompok usaha dieliminasi. Keuntungan dan kerugian hasil dari transaksi intrakelompok usaha yang diakui dalam aset juga dieliminasi. Kebijakan akuntansi entitas anak telah diubah seperlunya untuk memastikan konsistensi penerapan kebijakan oleh Grup.

Grup mengatribusikan laba rugi dan setiap komponen dari penghasilan komprehensif lain kepada pemilik entitas induk dan kepentingan nonpengendali meskipun hal tersebut mengakibatkan kepentingan nonpengendali memiliki saldo defisit. Grup menyajikan kepentingan nonpengendali di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

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- PSAK 111 (Improvement 2020): Accounting for Wa'd; and
- PSAK 112: Accounting for Endowments;
- PSAK 1 (Annual Improvement 2021): Presentation of Financial Statements;
- PSAK 13 (Annual Improvement 2021): Investment Properties;
- PSAK 48 (Annual Improvement 2021): Impairment of Assets
- PSAK 66 (Annual Improvement 2021): Joint Arrangement; and
- ISAK 16 (Annual Improvement 2021): Service Concession Arrangements.

The implementation of the above standards had no significant effect on the amounts reported for the current period or prior financial year.

d. Principles of Consolidation

Subsidiaries are all entities (including special purpose entities), over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date when that control ceases.

Intragroup balances, transactions, income and expenses are eliminated. Profits and losses resulting from intragroup transactions that are recognised in assets are also eliminated. The accounting policies of subsidiaries have been amended where necessary to ensure consistency with the policies adopted by the Group.

The Group attributed the profit and loss and each component of other comprehensive income to the owners of the parent and non-controlling interest even though this results in the non-controlling interests having a deficit balance. The Group presents non-controlling interest in equity in the consolidated statement of financial position, separately from the equity owners of the parent.

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Transaksi dengan kepentingan nonpengendali yang tidak mengakibatkan hilangnya pengendalian merupakan transaksi ekuitas. Selisih antara nilai wajar imbalan yang dibayar dan bagian yang diakuisisi atas nilai tercatat aset neto entitas anak dicatat pada ekuitas. Keuntungan atau kerugian pelepasan kepentingan nonpengendali juga dicatat pada ekuitas.

Jika Grup kehilangan pengendalian, maka Grup:

- a) Menghentikan pengakuan atas aset (termasuk *goodwill*) dan liabilitas entitas anak pada nilai tercatatnya ketika pengendalian tersebut hilang;
- b) Menghentikan pengakuan nilai tercatat setiap kepentingan nonpengendali pada entitas anak sebelumnya pada saat pengendalian hilang (termasuk setiap komponen penghasilan komprehensif lain yang diatribusikan kepada kepentingan nonpengendali);
- c) Mengakui nilai wajar pembayaran yang diterima, jika ada, dari transaksi, peristiwa, atau keadaan yang mengakibatkan hilangnya pengendalian;
- d) Menghentikan pengakuan nilai tercatat untuk setiap kepentingan nonpengendali pada entitas anak sebelumnya pada saat pengendalian hilang (termasuk setiap komponen penghasilan komprehensif lain yang diatribusikan kepada kepentingan nonpengendali);
- e) Mengakui nilai wajar pembayaran yang diterima, jika ada, dari transaksi, peristiwa, atau keadaan yang mengakibatkan hilangnya pengendalian;
- f) Mengakui sisa investasi pada entitas anak sebelumnya dengan nilai wajarnya pada tanggal hilangnya pengendalian;
- g) Menghentikan pengakuan nilai tercatat untuk setiap kepentingan nonpengendali pada entitas anak sebelumnya pada saat pengendalian hilang (termasuk setiap komponen penghasilan komprehensif lain yang diatribusikan kepada kepentingan nonpengendali);
- h) Mengakui nilai wajar pembayaran yang diterima, jika ada, dari transaksi, peristiwa, atau keadaan yang mengakibatkan hilangnya pengendalian;
- i) Mengakui sisa investasi pada entitas anak sebelumnya dengan nilai wajarnya pada tanggal hilangnya pengendalian;

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Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions. The difference between the fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiaries is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

If the Group loses control, the Group:

- a) *Derecognizes the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;*
- b) *Derecognizes the carrying amount of any non-controlling interests in the former subsidiary at the date when control is lost (including any components of other comprehensive income attributable to them);*
- c) *Recognizes the fair value of the consideration received, if any, from the transaction, event or circumstances that resulted in the loss of control;*
- d) *Derecognizes the carrying amount of any non-controlling interests in the former subsidiary at the date when control is lost (including any components of other comprehensive income attributable to them);*
- e) *Recognizes the fair value of the consideration received, if any, from the transaction, event or circumstances that resulted in the loss of control;*
- f) *Recognizes any investment retained in the former subsidiary at fair value at the date when control is lost;*
- g) *Derecognizes the carrying amount of any non-controlling interests in the former subsidiary at the date when control is lost (including any components of other comprehensive income attributable to them);*
- h) *Recognizes the fair value of the consideration received, if any, from the transaction, event or circumstances that resulted in the loss of control;*
- i) *Recognizes any investment retained in the former subsidiary at fair value at the date when control is lost;*

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- j) Mereklasifikasi jumlah yang diakui dalam penghasilan komprehensif lain yang berkaitan dengan entitas anak ke laba rugi, atau mengalihkannya langsung ke saldo laba, jika hal itu dipersyaratkan oleh SAK yang lain; dan
- k) Mengakui perbedaan yang dihasilkan sebagai keuntungan atau kerugian yang diatribusikan kepada entitas induk.

e. Penjabaran mata uang asing

i. Mata uang fungsional dan penyajian

Akun-akun yang disertakan dalam laporan keuangan setiap entitas anggota Grup diukur menggunakan mata uang dari lingkungan ekonomi dimana entitas tersebut beroperasi (mata uang fungsional). Laporan keuangan konsolidasian disajikan dalam Rupiah yang merupakan mata uang fungsional Perusahaan dan penyajian Grup.

ii. Transaksi dan saldo

Transaksi dalam mata uang asing dijabarkan menjadi mata uang fungsional menggunakan kurs yang berlaku pada tanggal transaksi. Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing menggunakan kurs yang berlaku pada akhir tahun diakui dalam laba rugi.

Keuntungan dan kerugian selisih kurs yang berhubungan dengan pinjaman, serta kas dan setara kas disajikan pada laporan laba rugi sebagai pendapatan atau biaya keuangan. Keuntungan atau kerugian bersih selisih kurs lainnya disajikan pada laporan laba rugi sebagai (beban)/pendapatan lain-lain, bersih.

Kurs yang digunakan pada tanggal laporan posisi keuangan konsolidasian, berdasarkan kurs tengah yang diterbitkan Bank Indonesia, adalah sebagai berikut (dalam Rupiah penuh):

	2021 Rp	2020 Rp
Mata Uang		
1 USD	14,269	14,105
1 EUR	16,127	17,264

- j) Reclassifies to profit or loss, or transfer directly to retained earnings if required by other FAS, the amount recognized in other comprehensive income in relation to the subsidiary;
- k) Recognizes any resulting difference as a gain or loss attributable to the parent.

e. Foreign currency translation

i. Functional and presentation currency

Items included in the financial statements of each of the Group entities are measured using the currency of the primary economic environment in which the relevant entity operates (the functional currency). The consolidated financial statements are presented in Rupiah which is the Company's functional currency and the Group's presentation currency.

ii. Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rate prevailing at the date of transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Foreign exchange gains and losses that relate to borrowing and cash and cash equivalents are presented in the profit or loss within finance income or costs. All other net foreign exchange gains and losses are presented in the profit or loss within other (expense)/income, net.

As at the consolidated statement of financial position dates, the exchange rates used, based on the middle rates published by Bank Indonesia, were as follows (full Rupiah amount):

Foreign currency
1 USD
1 EUR

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f. Transaksi dan saldo dengan pihak berelasi

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Grup (entitas pelapor):

(a) Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:

- i. memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
- ii. memiliki pengaruh signifikan atas entitas pelapor; atau
- iii. merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

(b) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:

- i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, Entitas Anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
- ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
- iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
- iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
- v. Entitas tersebut adalah suatu program imbalan kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
- vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
- vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas);

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f. Related parties transactions and balances

A related party is a person or entity that is related to the Group (the reporting entity):

(a) A person or a close member of that person's family is related to a reporting entity if that person:

- i. has control or joint control over the reporting entity;
- ii. has significant influence over the reporting entity; or
- iii. is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

(b) An entity is related to a reporting entity if any of the following conditions applies:

- i. The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
- ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
- iii. Both entities are joint ventures of the same third party;
- iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
- v. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity;
- vi. The entity is controlled or jointly controlled by a person identified in (a);
- vii. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity);

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- viii. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas palapor atau kepada entitas induk dari entitas pelapor.

Entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada pemerintah, instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

Entitas yang berelasi dengan Pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan atau Pemerintah Daerah yang merupakan Pemegang Saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian BUMN sebagai kuasa pemegang saham.

g. Instrumen keuangan

Pengakuan dan Pengukuran Awal

Grup mengakui aset keuangan atau liabilitas keuangan dalam laporan posisi keuangan konsolidasian, jika dan hanya jika, Grup menjadi salah satu pihak dalam ketentuan pada kontrak instrumen tersebut. Pada saat pengakuan awal aset keuangan atau liabilitas keuangan, Grup mengukur aset keuangan dan liabilitas keuangan pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi, nilai wajar tersebut ditambah atau dikurang dengan biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan atau penerbitan aset keuangan atau liabilitas keuangan tersebut. Biaya transaksi yang dikeluarkan sehubungan dengan perolehan aset keuangan dan penerbitan liabilitas keuangan yang diklasifikasikan pada nilai wajar melalui laba rugi dibebankan segera.

Nilai wajar instrumen keuangan pada pengakuan awal biasanya sama dengan harga transaksi (yaitu nilai wajar imbalan yang diberikan atau diterima). Jika nilai wajar instrumen keuangan pada saat pengakuan awal berbeda dari harga transaksinya, Grup mengakui perbedaan antara nilai wajar pada saat pengakuan awal dan harga transaksi sebagai keuntungan atau kerugian.

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- viii. The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

A government-related entity is an entity that is controlled, jointly controlled or significant influence by a government. Government refers to government, government agencies and similar bodies whether local, national or international.

Government related entity can be an entity which controlled or significantly influenced by the Ministry of Finance or Local Government that representing as the shareholders of the entity or an entity controlled by the Government of Republic of Indonesia, represented by the SOE's Ministry as a shareholder's representative.

g. Financial instruments

Initial Recognition and Measurement

The Group recognize a financial assets or a financial liabilities in the consolidated statement of financial position when, and only when, it becomes a party to the contractual provisions of the instrument. At initial recognition, the Group measure all financial assets and financial liabilities at its fair value. In the case of a financial asset or financial liability not at fair value through profit or loss, fair value plus or minus with the transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. Transaction costs incurred on acquisition of a financial asset and issue of a financial liability classified at fair value through profit or loss are expensed immediately.

The fair value of a financial instrument on initial recognition is usually the same as the transaction price (ie the fair value of the consideration given or received). If the fair value of a financial instrument at initial recognition differs from the transaction price, the Group recognizes the difference between the fair value at initial recognition and the transaction price as a gain or loss.

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Pengukuran Selanjutnya Aset Keuangan

Grup mengklasifikasikan aset keuangan pada: aset keuangan yang diukur pada biaya perolehan diamortisasi, aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan aset keuangan yang diukur pada nilai wajar melalui laba rugi. Manajemen menentukan klasifikasi aset keuangan pada saat awal pengakuan.

Aset keuangan diklasifikasikan menjadi kategori tersebut di atas dengan menggunakan dua dasar yaitu: model bisnis Grup dalam mengelola aset keuangan dan karakteristik arus kas kontraktual dari aset keuangan.

(i) Aset keuangan yang diukur pada biaya perolehan diamortisasi

Aset keuangan diukur pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

1. Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan
2. Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

Aset keuangan ini diukur pada jumlah yang diakui pada awal pengakuan dikurangi dengan pembayaran pokok, kemudian dikurangi atau ditambah dengan jumlah amortisasi kumulatif atas perbedaan jumlah pengakuan awal dengan jumlah pada saat jatuh tempo, dan penurunan nilainya.

Pendapatan bunga dihitung dengan metode menggunakan suku bunga efektif dan diakui di laba rugi. Perubahan pada nilai wajar diakui di laba rugi ketika aset dihentikan atau direklasifikasi.

Aset keuangan yang diklasifikasikan menjadi aset keuangan yang diukur pada biaya perolehan diamortisasi dapat dijual ketika terdapat peningkatan risiko kredit. Penghentian untuk alasan lain diperbolehkan namun jumlah penjualan tersebut harus tidak signifikan jumlahnya atau tidak sering.

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Subsequent Measurement of Financial Assets

The Group classified financial assets are measured at: financial assets measured at amortised cost, financial assets measured at fair value through other comprehensive income (FVOCI) and financial assets measured at fair value through profit or loss (FVTPL). Management determines the classification of financial assets at initial recognition.

Financial assets are classified into these categories on the basis of both: the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

(i) Financial assets measured at amortised cost

A financial asset shall be measured at amortised cost if both of the following conditions are met:

1. The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
2. The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The financial asset is measured at the amount recognized at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount, and any loss allowance.

Interest income is calculated using the effective interest method and is recognized in profit or loss. Changes in fair value are recognized in profit and loss when the asset is derecognized or reclassified.

Financial assets classified to amortized cost may be sold where there is an increase in credit risk. Disposals for other reasons are permitted but such sales should be insignificant in value or infrequent in nature.

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(ii) Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (FVTOCI)

Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain jika kedua kondisi berikut terpenuhi:

1. Aset keuangan dikelola dalam model bisnis yang tujuannya akan terpenuhi dengan mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
2. Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

Aset keuangan tersebut diukur sebesar nilai wajar, dimana keuntungan atau kerugian diakui dalam penghasilan komprehensif lain, kecuali untuk kerugian akibat penurunan nilai dan keuntungan atau kerugian akibat perubahan kurs, diakui pada laba rugi. Ketika aset keuangan tersebut dihentikan pengakuannya atau direklasifikasi, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi.

(iii) Aset keuangan yang diukur pada nilai wajar melalui laba rugi (FVTPL)

Aset keuangan yang diukur pada nilai wajar melalui laba rugi adalah aset keuangan yang tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau untuk diukur pada nilai wajar melalui penghasilan komprehensif lain.

Setelah pengakuan awal, aset keuangan yang diukur pada nilai wajar melalui laba rugi diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar aset keuangan diakui dalam laba rugi.

Aset keuangan berupa derivatif dan investasi pada instrumen ekuitas tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau kriteria untuk diukur pada FVTOCI, sehingga diukur pada FVTPL. Namun demikian, Grup dapat menetapkan pilihan yang tidak dapat dibatalkan saat pengakuan awal atas investasi pada instrumen ekuitas yang bukan untuk diperjualbelikan dalam waktu

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(ii) Financial assets measured at fair value through other comprehensive income (FVTOCI)

A financial asset shall be measured at fair value through other comprehensive income if both of the following conditions are met:

1. the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
2. the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The financial assets are measured at fair value. The changes in fair value are recognized initially in other comprehensive income, except for impairment losses and gains or losses due to changes in exchange rates, are recognized in profit or loss. When the asset is derecognized or reclassified changes in fair value previously recognized in other comprehensive income and accumulated in equity are reclassified from equity to profit and loss as a reclassification adjustment.

(iii) Financial assets measured at fair value through profit or loss (FVTPL)

Financial assets measured at FVTPL are those which do not meet both criteria for neither amortized costs nor FVTOCI.

After initial recognition, FVTPL financial assets are measured at fair value. The changes in fair value are recognized in profit or loss.

Financial assets in form of derivatives and investment in equity instrument are not eligible to meet both criteria for amortized costs or FVTOCI, hence, these are measured at FVTPL. Nonetheless, the Group may irrevocably designate an investment in an equity instrument which is not held for trading in any time soon as FVTOCI. This designation result in gains or losses to be presented in other

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dekat (*held for trading*) untuk diukur pada FVTOCI. Penetapan ini menyebabkan semua keuntungan atau kerugian disajikan di penghasilan komprehensif lain, kecuali pendapatan dividen tetap diakui di laba rugi. Keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke saldo laba tidak melalui laba rugi.

Pengukuran Selanjutnya Liabilitas Keuangan

Grup mengklasifikasikan seluruh liabilitas keuangan sehingga setelah pengakuan awal liabilitas keuangan diukur pada biaya perolehan diamortisasi, kecuali:

1. Liabilitas keuangan pada nilai wajar melalui laba rugi. Liabilitas dimaksud, termasuk derivatif yang merupakan liabilitas, selanjutnya akan diukur pada nilai wajar.
2. Liabilitas keuangan yang timbul ketika pengalihan aset keuangan yang tidak memenuhi kualifikasi penghentian pengakuan atau ketika pendekatan keterlibatan berkelanjutan diterapkan.
3. Kontrak jaminan keuangan dan komitmen untuk menyediakan pinjaman dengan suku bunga dibawah pasar. Setelah pengakuan awal, penerbit kontrak dan penerbit komitmen selanjutnya mengukur kontrak tersebut sebesar jumlah yang lebih tinggi antara:
 - I. jumlah penyisihan kerugian; dan
 - II. jumlah yang pertama kali; diakui dikurangi dengan, jika sesuai, jumlah kumulatif dari penghasilan yang diakui sesuai dengan prinsip PSAK 72.
4. Imbalan kontijensi yang diakui oleh pihak pengakusisi dalam kombinasi bisnis Ketika PSAK 22 diterapkan. Imbalan kontijensi selanjutnya diukur pada nilai wajar dan selisihnya dalam laba rugi

Saat pengakuan awal, Grup dapat membuat penetapan yang takterbatalkan untuk mengukur liabilitas keuangan pada nilai wajar melalui laba rugi, jika diizinkan atau jika penetapan akan menghasilkan informasi yang lebih relevan, karena:

- a) mengeliminasi atau mengurangi secara signifikan inkonsistensi pengukuran atau pengakuan (kadang disebut sebagai "accounting mismatch") yang dapat timbul dari pengukuran aset atau liabilitas atau pengakuan keuntungan dan kerugian atas

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comprehensive income, except for dividend income on a qualifying investment which is recognized in profit or loss. Cumulative gains or losses previously recognized in other comprehensive income are reclassified to retained earnings, not to profit or loss.

Subsequent Measurement of Financial Liabilities

The Group shall classify all financial liabilities as subsequently measured at amortised cost, except for:

1. financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value.
2. financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies.
3. financial guarantee contracts and commitments to provide a loan at a below-market interest rate. After initial recognition, an issuer of such a contract and an issuer of such a commitment shall subsequently measure it at the higher of:
 - I. the amount of the loss allowance; and
 - II. the amount initially recognised; less, when appropriate, the cumulative amount of income recognised in accordance with the principles of PSAK 72.
4. contingent consideration recognised by an acquirer in a business combination to which PSAK 22 applies. Such contingent consideration shall subsequently be measured at fair value with changes recognised in profit or loss

At initial recognition, the Group may irrevocably designate a financial liability as measured at fair value through profit or loss when permitted or when doing so results in more relevant information, because either:

- a) it eliminates or significantly reduces a measurement or recognition inconsistency (sometimes referred to as "an accounting mismatch") that would otherwise arise from measuring assets or liabilities or recognising the

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aset atau liabilitas dengan dasar yang berbeda beda; atau

- b) sekelompok liabilitas keuangan atau aset keuangan dan liabilitas keuangan dikelola dan kinerjanya dievaluasi berdasarkan nilai wajar, sesuai manajemen risiko atau strategi investasi yang terdokumentasi, dan informasi dengan dasar nilai wajar dimaksud atas kelompok tersebut disediakan secara internal untuk personil manajemen kunci Grup.

Penghentian Pengakuan Aset dan Liabilitas Keuangan

Grup menghentikan pengakuan aset keuangan, jika dan hanya jika hak kontraktual atas arus kas yang berasal dari aset keuangan berakhir atau Grup mengalihkan hak kontraktual untuk menerima kas yang berasal dari aset keuangan atau tetap memiliki hak kontraktual untuk menerima kas tetapi juga menanggung kewajiban kontraktual untuk membayar arus kas yang diterima tersebut kepada satu atau lebih pihak penerima melalui suatu kesepakatan. Jika Grup secara substansial mengalihkan seluruh risiko dan manfaat atas kepemilikan aset keuangan, maka Grup menghentikan pengakuan aset keuangan dan mengakui secara terpisah sebagai aset atau liabilitas untuk setiap hak dan kewajiban yang timbul atau yang masih dimiliki dalam pengalihan tersebut. Jika Grup secara substansial tidak mengalihkan dan tidak memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan tersebut dan masih memiliki pengendalian, maka Grup mengakui aset keuangan sebesar keterlibatan berkelanjutan dengan aset keuangan tersebut. Jika Grup secara substansial masih memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan, maka Grup tetap mengakui aset keuangan tersebut.

Grup menghentikan pengakuan liabilitas keuangan, jika dan hanya jika, liabilitas keuangan tersebut berakhir, yaitu ketika kewajiban yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadawaluarsa.

Penurunan Nilai Aset Keuangan

Grup mengakui penyisihan kerugian untuk kerugian kredit ekspektasian pada aset keuangan yang diukur pada biaya perolehan diamortisasi, aset keuangan yang diukur pada FVTOCI, piutang sewa, aset kontrak atau komitmen pinjaman dan kontrak jaminan keuangan.

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gains and losses on them on different bases; or

- b) a group of financial liabilities or financial assets and financial liabilities is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the group is provided internally on that basis to the Group's key management personnel.*

Derecognition of Financial Assets and Liabilities

The Group derecognize a financial asset when, and only when the contractual rights to the cash flows from the financial asset expire or the Group transfer the contractual rights to receive the cash flows of the financial asset or retains the contractual rights to receive the cash flows but assumes a contractual obligation to pay the cash flows to one or more recipients in an arrangement. If the Group transfers substantially all the risks and rewards of ownership of the financial asset, the Group derecognize the financial asset and recognize separately as asset or liabilities any rights and obligation created or retained in the transfer. If the Group neither transfer nor retains substantially all the risks and rewards of ownership of the financial asset and has retained control, the Group continue to recognize the financial asset to the extent of its continuing involvement in the financial asset. If the Group retains substantially all the risks and rewards of ownership of the financial asset, the Group continue to recognize the financial asset.

The Group remove a financial liability from its statement of financial position when, and only when, it is extinguished, ie when the obligation specified in the contract is discharged or cancelled or expires.

Impairment of Financial Assets

The Group recognizes a loss allowance for expected credit losses on financial asset measured at amortized cost, financial asset measured at FVTOCI, lease receivable, contract asset or loan commitment and financial guarantee contract.

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Pada setiap tanggal pelaporan, Grup mengukur penyisihan kerugian instrumen keuangan sejumlah kerugian kredit ekspektasian sepanjang umurnya jika risiko kredit atas instrumen keuangan tersebut telah meningkat secara signifikan sejak pengakuan awal. Namun, jika risiko kredit instrumen keuangan tersebut tidak meningkat secara signifikan sejak pengakuan awal, maka Grup mengukur penyisihan kerugian tersebut sejumlah kerugian kredit ekspektasian 12 bulan.

Grup menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian atas piutang usaha dan aset kontrak tanpa komponen pendanaan yang signifikan.

Grup menganggap aset keuangan gagal bayar ketika pihak ketiga tidak mampu membayar kewajiban kreditnya kepada Grup secara penuh. Periode maksimum yang dipertimbangkan ketika memperkirakan kerugian kredit ekspektasian adalah periode maksimum kontrak dimana Grup terekspos terhadap risiko kredit.

Grup mengakui jumlah kerugian kredit ekspektasian (atau pemulihan kerugian kredit) dalam laba rugi, sebagai keuntungan atau kerugian penurunan nilai yang merupakan penyesuaian terhadap penyisihan kerugian pada tanggal pelaporan dan disajikan sebagai pengurang nilai tercatat aset keuangan, kecuali untuk aset keuangan yang diukur pada FVTOCI yang penyisihan kerugiannya diakui dalam penghasilan komprehensif lain.

Pengukuran kerugian kredit ekspektasian dari instrumen keuangan dilakukan dengan suatu cara yang mencerminkan:

- i. jumlah yang tidak bias dan rata-rata probabilitas tertimbang yang ditentukan dengan mengevaluasi serangkaian kemungkinan yang dapat terjadi;
- ii. nilai waktu atas uang; dan
- iii. informasi yang wajar dan terdukung yang tersedia tanpa biaya atau upaya berlebihan mengenai peristiwa masa lalu, kondisi kini, dan perkiraan kondisi ekonomi masa depan.

Aset keuangan dapat dianggap tidak mengalami peningkatan risiko kredit secara signifikan sejak pengakuan awal jika aset keuangan memiliki risiko kredit yang rendah pada tanggal pelaporan. Risiko kredit pada instrumen keuangan dianggap rendah ketika

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At the end of each reporting date, the Group measure any loss allowance for financial instruments at an amount equal to the lifetime expected credit loss if the credit risk on the financial instrument has increased significantly since its initial recognition. However, if the credit risk has not increased significantly since initial recognition, then the Group measure the loss allowance for at an amount equal to 12-month expected credit losses.

The Group applied a simplified approach to measure such expected credit loss for trade receivables and contract assets without significant financing component.

The Group considers a financial asset to be in default when the counterparty is unlikely to pay its credit obligations to the Group in full. The maximum period considered when estimating expected credit loss is the maximum contractual period over which the Group is exposed to credit risk.

The Group recognizes the amount of the expected credit loss (or recovery of credit loss) in profit or loss, as an impairment gain or loss which is an adjustment to the loss allowance at the reporting date and is presented as a deduction from the carrying amount of financial assets, except for financial assets measured at FVTOCI where the loss allowance is recognized in other comprehensive income.

Measurement of the expected credit losses of financial instruments is conducted in a way that reflects:

- i. an unbiased and probability-weighted amount that reflects a range of possible outcomes;*
- ii. the time value of money; and*
- iii. reasonable and supportable information that is available without undue cost or effort about past events, current conditions and forecasts of future economic conditions.*

Financial assets may be considered to not having significant increase in credit risk since initial recognition if the financial assets have a low credit risk at the reporting date. Credit risk on financial instrument may be considered be low if there is a low risk of

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aset keuangan tersebut memiliki risiko gagal bayar yang rendah, peminjam memiliki kapasitas yang kuat untuk memenuhi kewajiban arus kas kontraktualnya dalam jangka waktu dekat dan memburuknya kondisi ekonomi dan bisnis dalam jangka waktu panjang mungkin, namun tidak selalu, menurunkan kemampuan peminjam untuk memenuhi kewajiban arus kas kontraktualnya. Untuk menentukan apakah aset keuangan memiliki risiko kredit rendah, Grup dapat menggunakan peringkat risiko kredit internal atau penilaian eksternal. Misal, aset keuangan dengan peringkat "investment grade" berdasarkan penilaian eksternal merupakan instrumen yang memiliki risiko kredit yang rendah, sehingga tidak mengalami peningkatan risiko kredit secara signifikan sejak pengakuan awal.

Metode Suku Bunga Efektif

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari aset atau liabilitas keuangan (atau kelompok aset atau liabilitas keuangan) dan metode untuk mengalokasikan pendapatan bunga atau beban bunga selama periode yang relevan.

Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas masa depan selama perkiraan umur dari instrumen keuangan, atau jika lebih tepat, digunakan periode yang lebih singkat untuk memperoleh jumlah tercatat neto dari aset keuangan atau liabilitas keuangan.

Pada saat menghitung suku bunga efektif, Grup mengestimasi arus kas dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, seperti pelunasan dipercepat, opsi beli dan opsi serupa lain, tetapi tidak mempertimbangkan kerugian kredit masa depan. Perhitungan ini mencakup seluruh komisi dan bentuk lain yang dibayarkan atau diterima oleh pihak-pihak dalam kontrak yang merupakan bagian tak terpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premium atau diskonto lain.

Reklasifikasi

Grup mereklasifikasi aset keuangan ketika Grup mengubah tujuan model bisnis untuk pengelolaan aset keuangan sehingga penilaian sebelumnya menjadi tidak dapat diterapkan.

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default, the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. To determine whether a financial asset has a low credit risk, the Group may use internal credit risk rating or external assessment. For example, a financial asset with "investment grade" according to external assessment has a low credit risk rating, thus it does not experience an increase in significant credit risk since initial recognition.

The Effective Interest Method

The effective interest method is a method of calculating the amortized cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period.

The effective interest rate is the rate that exactly discount estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability.

When calculating the effective interest rate, the Group estimate cash flows considering all contractual terms of the financial instrument, for example, prepayment, call and similar option, but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

Reclassification

The Group reclassifies a financial asset if and only if the Group's business model objective for its financial assets changes so its previous model assessment would no longer apply.

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Ketika Grup mereklasifikasi aset keuangan, maka Grup menerapkan reklasifikasi secara prospektif dari tanggal reklasifikasi. Keuntungan, kerugian (termasuk keuntungan atau kerugian penurunan nilai), atau bunga yang diakui sebelumnya tidak disajikan kembali.

Ketika Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran biaya perolehan diamortisasi menjadi kategori FVTPL, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar aset keuangan diakui dalam laba rugi. Sebaliknya, jika Grup melakukan reklasifikasi aset keuangan dari kategori FVTPL menjadi kategori pengukuran biaya perolehan diamortisasi, maka nilai wajar pada tanggal reklasifikasi menjadi jumlah tercatat bruto yang baru.

Pada saat Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran biaya perolehan diamortisasi menjadi kategori FVTOCI, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar aset keuangan diakui dalam penghasilan komprehensif lain. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi. Sebaliknya, ketika Grup mereklasifikasi aset keuangan keluar dari kategori FVTOCI menjadi kategori pengukuran biaya perolehan diamortisasi, aset keuangan direklasifikasi pada nilai wajarnya pada tanggal reklasifikasi. Akan tetapi keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain dihapus dari ekuitas dan disesuaikan terhadap nilai wajar aset keuangan pada tanggal reklasifikasi. Akibatnya, pada tanggal reklasifikasi aset keuangan diukur seperti halnya jika aset keuangan tersebut selalu diukur pada biaya perolehan diamortisasi. Penyesuaian ini memengaruhi penghasilan komprehensif lain tetapi tidak memengaruhi laba rugi, dan karenanya bukan merupakan penyesuaian reklasifikasi. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi.

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If the Group reclassifies a financial asset, it is required to apply the reclassification prospectively from the reclassification date. Previously recognized gains, losses (including impairment gains or losses) or interest are not restated.

When the Group reclassifies its financial asset out of the amortized cost into FVTPL, then its fair value is measured at reclassification date. Any gains or losses resulted from the difference between previous amortized cost and its fair value is recognized in profit or loss. Otherwise, if the Group reclassifies its financial asset from FVTPL into amortized cost, then its fair value at the date of reclassification becomes new gross carrying amount.

When the Group reclassifies its financial asset out of the amortized cost into FVTOCI, its fair value is measured at the reclassification date. Any gains or losses resulted from the difference between previous amortized cost and fair value is recognized in other comprehensive income. Effective interest rate and expected credit loss measurement are not adjusted as a result of the reclassification. Otherwise, when the Group reclassifies its financial asset out of FVTOCI into amortized cost, the financial asset is reclassified by its fair value at the reclassification date. However, any cumulative gains or losses previously recognized in other comprehensive income are omitted from equity and adjusted to the financial asset's fair value at the date of reclassification. Consequently, at the reclassification date, the financial asset is measured the same way as if it were amortized cost. This adjustment affects other comprehensive income but not profit or loss, and hence it is not a reclassification adjustment. Effective interest rate and expected credit loss are no longer adjusted as a result of the reclassification.

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Pada saat Grup mereklasifikasi aset keuangan keluar dari kategori FVTPL menjadi kategori FVTOCI, aset keuangan tetap diukur pada nilai wajarnya. Sama halnya, ketika Grup mereklasifikasi aset keuangan keluar dari kategori FVTOCI menjadi kategori FVTPL, aset keuangan diukur pada nilai wajarnya. Keuntungan atau kerugian kumulatif yang sebelumnya diakui di penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi pada tanggal reklasifikasi.

Saling Hapus Aset Keuangan dan Liabilitas Keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan, jika dan hanya jika, Grup saat ini memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut; dan berintens untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

Pengukuran Nilai Wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan.

Nilai wajar dikategorikan dalam level yang berbeda dalam suatu hirarki nilai wajar berdasarkan pada apakah input suatu pengukuran dapat diobservasi dan signifikansi input terhadap keseluruhan pengukuran nilai wajar:

- i. Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran (Level 1)
- ii. Input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung maupun tidak langsung (Level 2)
- iii. Input yang tidak dapat diobservasi untuk aset atau liabilitas (Level 3)

Dalam mengukur nilai wajar aset atau liabilitas, Grup sebisa mungkin menggunakan data pasar yang dapat diobservasi. Apabila nilai wajar aset atau liabilitas tidak dapat diobservasi secara

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When the Group reclassifies its financial asset out of FVTPL into FVTOCI, the financial asset is measured at its fair value. Similarly, when the Group reclassifies its financial asset out of FVTOCI into FVTPL, the financial asset is measured at its fair value. Any gains or losses previously recognized in other comprehensive income are reclassified out of the equity to profit or loss as a reclassification adjustment at the date of reclassification.

Offsetting a Financial Asset and a Financial Liability

A financial asset and financial liability shall be offset when and only when, the Group currently has a legally enforceable right to set off the recognized amount; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety:

- i. Quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date (Level 1)*
- ii. Inputs other than quoted prices included in Level 1 that are observable for the assets or liabilities, either directly or indirectly (Level 2)*
- iii. Unobservable inputs for the assets or liabilities (Level 3)*

When measuring the fair value of an asset or a liability, the Group uses market observable data to the extent possible. If the fair value of an asset or a liability is not directly

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langsung, Grup menggunakan teknik penilaian yang sesuai dengan keadaannya dan memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Perpindahan antara level hirarki nilai wajar diakui oleh Grup pada akhir periode pelaporan dimana perpindahan terjadi.

h. Kas dan bank

Kas dan bank terdiri dari saldo kas dan kas di bank (rekening giro) dan tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya.

i. Persediaan

Persediaan dinyatakan berdasarkan biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah. Biaya perolehan ditentukan dengan metode rata-rata tertimbang untuk barang jadi dan barang dalam proses serta metode rata-rata bergerak untuk bahan baku, penolong dan suku cadang. Harga perolehan barang jadi dan barang dalam proses terdiri dari biaya bahan baku, tenaga kerja langsung, biaya-biaya langsung lainnya dan biaya overhead yang dinyatakan sebesar nilai yang terkait dengan produksi. Nilai realisasi bersih adalah taksiran harga jual dalam kegiatan usaha dikurangi taksiran biaya penyelesaian dan taksiran biaya yang diperlukan untuk melakukan penjualan.

j. Aset tetap

Aset tetap yang dimiliki untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif dicatat berdasarkan biaya perolehan setelah dikurangi akumulasi penyusutan dan akumulasi kerugian penurunan nilai (Catatan 2.o). Harga perolehan termasuk pengeluaran yang dapat diatribusikan secara langsung atas perolehan aset tersebut. Biaya perolehan juga termasuk estimasi biaya pembongkaran, dan pemindahan aset tetap, dan restorasi lokasi aset.

Biaya-biaya setelah pengakuan awal diakui sebagai bagian nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya jika kemungkinan besar Grup mendapat manfaat ekonomis di masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat dari

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observable, the Group uses valuation techniques that appropriate in the circumstances and maximizes the use of relevant observable inputs and minimizes the use of unobservable inputs.

Transfers between levels of the fair value hierarchy are recognized by the Group at the end of the reporting period during which the change occurred.

h. Cash on hand and in banks

Cash on Hand and in banks consist of cash on hand and cash in banks (demand deposits) that are not used as collateral or are not restricted.

i. Inventories

Inventories are stated at cost or net realizable value, whichever is lower. Cost is determined using the weighted average method for finished goods and work-in-progress and using the moving average method for raw and indirect materials and spare parts. The cost of finished goods and work-in-progress comprises of raw and indirect materials, direct labor, other direct costs and related production overheads. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated selling cost necessary to make the sale.

j. Fixed assets

Fixed assets held for use in the production or supply of goods or services, or for administrative purposes, are stated at cost, less accumulated depreciation and any accumulated impairment losses (Note 2.o). Historical cost includes expenditure that is directly attributable to the acquisition of the items. Such cost also includes estimated costs of dismantling and removing of the item and restoring the site on which the asset is located.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of replaced part is derecognised. All

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komponen yang diganti dihapuskan. Biaya perbaikan dan pemeliharaan dibebankan ke dalam laba rugi dalam periode keuangan ketika biaya-biaya tersebut terjadi.

Biaya legal awal untuk mendapatkan hak legal diakui sebagai bagian biaya akuisisi tanah, biaya-biaya tersebut tidak didepresiasi. Biaya terkait dengan pembaruan hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak.

Suku cadang utama dan peralatan siap pakai diklasifikasikan sebagai aset tetap bila diperkirakan akan digunakan dalam operasi selama lebih dari satu tahun.

Tanah diakui sebesar harga perolehannya dan tidak disusutkan.

Penyusutan aset tetap dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode unit produksi dan garis lurus berdasarkan estimasi masa manfaat ekonomis aset yang bersangkutan sebagai berikut:

Jenis Aset Tetap	Masa Manfaat/Usefulness	Fixed Assets
Bangunan dan Infrastruktur	2-50 tahun / years	Buildings and Infrastructures
Mesin	2-50 tahun / years	Machinery
Peralatan Berat	2-20 tahun / years	Heavy Equipments
Peralatan Kantor	2-4 tahun / years	Office Equipments
Kendaraan Bermotor	4-8 tahun / years	Vehicles
Tanah Tambang	3-5 tahun / years	Mining Land

Nilai sisa aset, masa manfaat dan metode penyusutan ditelaah dan jika perlu disesuaikan, pada setiap akhir periode pelaporan dan pengaruh dari setiap perubahan estimasi tersebut berlaku prospektif.

Tanah pertambangan didepleksi dengan menggunakan metode unit produksi berdasarkan estimasi cadangan.

Aset tetap yang dikonstruksi sendiri disajikan dalam pos Aset dalam Penyelesaian dan digolongkan ke dalam Aset Tetap dan diukur dengan biaya perolehannya. Semua biaya, termasuk biaya pinjaman selama masa konstruksi, yang terjadi dan terkait dengan konstruksi aset dikapitalisasi dan menjadi bagian dari biaya perolehan Aset dalam Penyelesaian.

other repairs and maintenance are charged to the profit or loss during the financial period in which they are incurred.

Initial legal costs incurred to obtain legal rights are recognised as part of the acquisition cost of the land, and these costs are not depreciated. Costs related to renewal of land rights are recognised as intangible assets and amortised during the period of the land rights.

Major spare parts and stand-by equipment are classified as fixed assets when they are expected to be used in operations during more than one year

Lands are recognized at its cost and are not depreciated.

Depreciation of fixed assets starts when its available for use and its computed by using unit production and straight-line method based on the estimated useful lives of assets as follows:

The assets' residual values, useful lives and depreciation method are reviewed and adjusted if appropriate, at the end of each reporting period with the effect of any changes in estimate accounted for on a prospective basis.

Mining properties are depleted using the unit of production method based on estimated reserves.

Self-constructed fixed assets are presented as Asset in Construction and classified as Fixed Asset and measured at its cost. All costs, including borrowing costs, incurred in relation with the construction of these assets are capitalized and become as part of the cost of Construction in Progress.

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Nilai tercatat dari suatu aset tetap dihentikan pengakuannya pada saat penghentian penggunaannya karena tidak terdapat lagi manfaat ekonomik masa depan. Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut disajikan dalam laporan laba rugi dan penghasilan komprehensif lain.

Pada setiap akhir tahun, Grup melakukan revaluasi atas masa manfaat, nilai residu, metode penyusutan, dan sisa umur pemakaian berdasarkan kondisi teknis dan ekonomisnya untuk menentukan adanya penurunan nilai aset tetap.

Akumulasi biaya konstruksi bangunan, jalan, jembatan, pelabuhan, pembangkit tenaga listrik dan pabrik semen serta pemasangan mesin dikapitalisasi sebagai aset dalam pembangunan. Biaya bunga dan biaya pinjaman lain, seperti pinjaman yang digunakan untuk mendanai proses pembangunan aset tertentu, dikapitalisasi sampai dengan saat proses pembangunan tersebut selesai. Biaya-biaya ini direklasifikasi ke akun aset tetap pada saat proses konstruksi atau pemasangan selesai. Penyusutan aset dimulai pada saat aset tersebut siap untuk digunakan, yaitu pada saat aset tersebut berada pada lokasi dan kondisi yang diinginkan agar aset siap digunakan sesuai dengan keinginan dan maksud manajemen.

Biaya bunga dan biaya pinjaman lainnya yang digunakan baik secara langsung atau tidak langsung untuk pendanaan konstruksi aset kualifikasian, dikapitalisasi hingga aset tersebut selesai secara substansial dan siap untuk digunakan. Untuk pinjaman yang dapat diatribusikan secara langsung pada aset kualifikasian, jumlah yang dikapitalisasi ditentukan dari biaya pinjaman aktual yang terjadi selama periode berjalan, dikurangi penghasilan yang diperoleh dari investasi sementara atas dana hasil pinjaman tersebut. Untuk pinjaman yang tidak dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi terhadap jumlah yang dikeluarkan untuk memperoleh aset kualifikasian. Tingkat kapitalisasi dihitung berdasarkan rata-rata tertimbang biaya pinjaman yang dibagi dengan jumlah pinjaman yang tersedia selama periode, selain pinjaman yang secara spesifik diambil untuk tujuan memperoleh suatu aset kualifikasian.

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The carrying amount of an item of fixed assets is derecognized when the termination of its use since there is no future economic benefits. Any gain or loss arising from derecognition is presented in statements of profit or loss and other comprehensive income.

At the end of each year, the Group made regular review of the useful lives, residual values, depreciation method and residual life based on the technical and economic conditions to determine the impairment of fixed assets.

The accumulated costs of the construction of buildings, roads, bridges, harbors, power and cement plants and the installation of machinery are capitalized as construction in progress. Interest and other borrowing costs, such as fees on loans used in financing the construction of a qualifying asset, are capitalized up to the date when the construction is completed. These costs are reclassified into fixed asset accounts when the construction or installation is complete. Depreciation of an asset begins when it is available for use, i.e. when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Interest and other borrowing costs either directly or indirectly used in financing the construction of a qualifying asset, are capitalised up to the date the assets are substantially completed and are ready for its intended use. For borrowings that are directly attributable to a qualifying asset, the amount to be capitalised is determined as the actual borrowing cost incurred during the period, less any income earned on the temporary investment of such borrowings. For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalised is determined by applying a capitalisation rate to the amount expended on the qualifying assets. the capitalisation rate is the weighted average of the total borrowing costs applicable to the total borrowings outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

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k. Properti Pertambangan

Ketika keputusan pengembangan telah diambil, yaitu pada saat cadangan terpulihkan yang secara ekonomis dapat diidentifikasi, jumlah tercatat dalam akun Aset Eksplorasi dan Evaluasi pada area of interest tertentu dipindahkan ke akun Properti Pertambangan dan digabungkan dengan pengeluaran pengembangan selanjutnya.

Biaya pengembangan yang dikeluarkan oleh Grup dicatat secara terpisah untuk setiap area of interest. Biaya-biaya tersebut terdiri dari biaya-biaya yang dapat diatribusikan secara langsung pada konstruksi tambang dan infrastruktur yang terkait, tetapi tidak termasuk perolehan aset berwujud dan hak atas tanah yang dicatat sebagai Aset Tetap.

Ketika terjadi biaya pengembangan lebih lanjut atas suatu properti pertambangan setelah dimulainya produksi, maka biaya tersebut akan diperlakukan sebagai aset dan dicatat sebagai bagian dari akun Properti Pertambangan yaitu apabila terdapat kemungkinan besar akan ada tambahan manfaat ekonomis masa depan. Namun apabila tidak mempunyai manfaat ekonomis masa depan, biaya tersebut langsung dibebankan sebagai biaya produksi.

Properti pertambangan teridentifikasi yang diperoleh melalui suatu kombinasi bisnis pada awalnya diakui sebagai aset sebesar nilai wajarnya. Pengeluaran pengembangan yang terjadi setelah akuisisi properti pertambangan dicatat berdasarkan kebijakan akuntansi yang dijelaskan di atas.

Properti Pertambangan diuji penurunan nilainya dengan mengacu pada kebijakan akuntansi dalam Catatan 2.n.

l. Aset eksplorasi dan evaluasi

Aktivitas eksplorasi dan evaluasi meliputi pencarian sumber daya mineral setelah Grup memperoleh hak hukum untuk mengeksplorasi *area of interest* tertentu, menentukan kelayakan teknis dan menilai aspek komersial sumber daya mineral yang teridentifikasi.

Pengeluaran eksplorasi dan evaluasi meliputi biaya yang berhubungan langsung dengan perolehan hak untuk eksplorasi, kajian topografi, geologi, geokimia dan geofisika, pengeboran eksplorasi, pamaritan dan pengambilan contoh, serta aktivitas lainnya yang terkait dengan evaluasi kelayakan teknis dan komersial atas penambangan sumber daya mineral yang bersangkutan.

k. Mining Properties

Once a development decision has been taken, that is, when an economically recoverable reserve can be identified, the carrying amount of the Exploration and Evaluation assets in respect of the area of interest is transferred to Mining Properties and aggregated with the subsequent development expenditure.

Development expenditure incurred by the Group is recorded separately for each area of interest in. Such expenditure comprises costs directly attributable to the construction of a mine and the related infrastructure and excludes physical assets and land rights, which are recorded as Fixed Assets.

When further development expenditure is incurred on a mining property after the commencement of production, the expenditure is carried forward as asset and as part of Mining Properties when it is probable that additional future economic benefits associated with the expenditure will flow to the Group. Otherwise, such expenditure is classified as a cost of production.

Identifiable mining properties acquired in a business combination are initially recognized as assets at their fair value. Development expenses incurred subsequent to the acquisition of the mining properties are accounted for in accordance with the policy outlined above.

Mining Properties are tested for impairment in accordance with the accounting policy in Note 2.n.

l. Exploration and evaluation assets

Exploration and evaluation activity involves the search for mineral resources after the Group has obtained legal rights to explore in a specific area of interest, determination of the technical feasibility and assessment of the commercial viability of an identified resource.

Exploration and evaluation expenditure comprises costs that are directly attributable to acquisition of rights to explore, topographical, geological, geochemical and geophysical studies, exploratory drilling, trenching and sampling, activities involved in evaluating the technical feasibility and commercial viability of extracting mineral resources.

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Pengeluaran eksplorasi dan evaluasi yang berhubungan dengan suatu *area of interest* dibebankan pada saat terjadinya. Pengeluaran eksplorasi dan eksploitasi dikapitalisasi apabila memenuhi salah satu dari keadaan berikut ini:

- (i). Hak untuk mengeksplorasi dan mengevaluasi suatu *area of interest* masih berlaku dan pengeluaran tersebut diharapkan dapat diperoleh kembali melalui keberhasilan pengembangan dan eksploitasi atau penjualan *area of interest* tersebut; atau
- (ii). Kegiatan eksplorasi dalam *area of interest* belum mencapai tahap yang memungkinkan penentuan adanya cadangan terbukti yang secara ekonomis dapat diperoleh. Di samping itu, aktivitas signifikan yang berkaitan dengan *area of interest* tersebut masih berlangsung.

Pengeluaran yang dikapitalisasi mencakup biaya-biaya yang berkaitan langsung dengan aktivitas eksplorasi dan evaluasi pada *area of interest* yang bersangkutan, kecuali perolehan aset berwujud yang dicatat sebagai aset tetap. Biaya umum dan administrasi diatribusikan sebagai aset eksplorasi atau evaluasi hanya jika biaya tersebut berkaitan langsung dengan aktivitas operasional pada *area of interest* yang bersangkutan.

Pengeluaran eksplorasi dan evaluasi yang dikapitalisasi dihapusbukukan ketika kondisi tersebut di atas tidak lagi terpenuhi.

Oleh karena aktivitas eksplorasi dan evaluasi belum memasuki tahapan eksploitasi, maka Aset Eksplorasi dan Evaluasi tidak diamortisasi.

Aset Eksplorasi dan Evaluasi diuji penurunan nilainya ketika fakta dan kondisi mengindikasikan adanya penurunan nilai. Aset ini juga diuji penurunan nilainya ketika terjadi penemuan cadangan komersial, sebelum ditransfer ke akun Properti Pertambangan - Tambang dalam Pengembangan.

Pengeluaran yang terjadi sebelum Grup memperoleh hak hukum untuk mengeksplorasi suatu *area of interest* tertentu dibebankan sebagai biaya pada saat terjadinya.

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Exploration and evaluation expenditure related to an area of interest is written off as incurred, unless it is capitalized and carried forward, on an area of interest basis, provided that one of the following conditions is met:

- (i). The rights of tenure of an area are current and it is considered probable that the costs will be recouped through successful development and exploitation of the area of interest or, alternatively, by its sale; or*
- (ii). Exploration activities in the area of interest have not yet reached the stage which would permit a reasonable assessment of the existence or otherwise of economically recoverable reserves and active and significant operations in or in relation to the area of interest are continuing.*

Capitalized costs include expenditures directly related to exploration and evaluation activities in the relevant area of interest and exclude physical assets, which are recorded in property, plant and equipment. General and administrative costs are allocated to an exploration or evaluation asset only to the extent that those expenditures can be related directly to operations activities in the relevant area of interest.

Capitalized exploration and evaluation expenditure is written off where the above conditions are no longer satisfied.

As exploration and evaluation activities has not entered the exploitation stage, the Exploration and Evaluation Assets are not amortized.

Exploration and Evaluation Assets are assessed for impairment if facts and circumstances indicate that impairment may exist. Exploration and evaluation assets are also tested for impairment once commercial reserves are found, before the assets are transferred to Mining Properties - Mines under Development.

Expenditure incurred before the Group has obtained the legal right to explore an area of interest is expensed as incurred.

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m. Reklamasi tambang

Reklamasi tambang dicatat berdasarkan nilai kini taksiran biaya atas kewajiban hukum dan kewajiban konstruktif yang disyaratkan untuk memulihkan kondisi wilayah pertambangan akibat operasi pertambangan pada periode dimana kewajiban tersebut terjadi. Rehabilitasi tambang terdiri dari aktivitas reklamasi dan penutupan tambang yang meliputi aktivitas pembongkaran dan pemindahan bangunan, rehabilitasi pertambangan dan bendungan *tailing*, pembongkaran fasilitas operasi, penutupan pabrik dan lokasi penampungan limbah, dan restorasi, reklamasi dan penanaman kembali di lokasi-lokasi yang terganggu.

Kewajiban pada umumnya timbul pada saat suatu aset dipasang atau tanah/lingkungan terganggu di area operasi pertambangan. Pada saat pengakuan awal kewajiban, nilai kini dari estimasi biaya dikapitalisasi dengan meningkatkan nilai tercatat aset pertambangan terkait sepanjang biaya tersebut terjadi sebagai akibat aktivitas pengembangan dan konstruksi di area tambang.

Kewajiban reklamasi dan penutupan tambang yang timbul pada tahap produksi dibebankan saat terjadinya. Dengan berlalunya waktu, kewajiban yang didiskonto akan meningkat karena perubahan nilai kini berdasarkan tingkat diskonto yang mencerminkan nilai pasar saat ini dan risiko yang melekat pada kewajiban tersebut. Peningkatan kewajiban yang mencerminkan berlalunya waktu diakui dalam Laporan Laba Rugi dan Komprehensif Lain Konsolidasian.

Perubahan biaya reklamasi dan penutupan tambang diakui sebagai penambahan pada Provisi Rehabilitasi Tambang pada saat terjadinya.

n. Penurunan nilai aset

Pada setiap akhir periode pelaporan, Grup menilai apakah terdapat indikasi bahwa aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, Grup mengestimasi jumlah terpulihkan dari aset tersebut. Jumlah yang terpulihkan ditentukan untuk setiap aset secara individual, dan jika hal ini tidak dimungkinkan, Grup menentukan jumlah terpulihkan dari unit penghasil kas aset tersebut.

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m. Mine reclamation

Mine reclamation recorded the present value of estimated costs of legal and constructive obligations required to restore the condition of mining area caused by mining operations in the period in which the obligation is incurred. Mine rehabilitation include activities for dismantling and removing structures, rehabilitating mines and tailings dams, dismantling operating facilities, closure of plant and waste site, and restoration, reclamation and re-vegetation of affected areas.

The obligation normally arises when the asset is installed or the ground/environment is disturbed by mining operations. At the initial recognition of the liability, the present value of the estimated costs is capitalized by increasing the carrying amount of the related mining assets to the extent that it was incurred as a result of the development and construction activities in the mining areas.

Any reclamation and mine closure obligations that arise through the production phase are expensed as incurred. Over time, the discounted liability is increased for the change in present value based on the discount rates that reflect current market assessments and the risk specific to the liability. The periodic unwinding of the discount is recognized in the Consolidated Statement of Other Comprehensive Income.

Changes in reclamation and mine closure costs are recognized as additions in Provision for Mine Rehabilitation when they occur.

n. Impairment of assets

At the end of each reporting period, the Group assess whether there is any indication that an asset may be impaired. If any such indication exists, the Group shall estimate the recoverable amount of the asset. Recoverable amount is determined for an individual asset, if its is not possible, the Group determines the recoverable amount of the asset's cash-generating unit.

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Jumlah terpulihkan adalah jumlah yang lebih tinggi antara nilai wajar dikurangi biaya pelepasan dibandingkan dengan nilai pakainya. Nilai pakai adalah nilai kini dari arus kas yang diharapkan akan diterima dari aset atau unit penghasil kas yang bersangkutan. Nilai kini dihitung dengan menggunakan tingkat diskonto sebelum pajak yang mencerminkan nilai waktu uang dan risiko spesifik atas aset atau unit penghasil kas aset tersebut.

Jika jumlah terpulihkan suatu aset lebih kecil dari jumlah tercatatnya, maka jumlah tercatat aset diturunkan menjadi sebesar jumlah terpulihkannya. Penurunan tersebut segera diakui dalam laba rugi.

Rugi penurunan nilai yang telah diakui dalam periode sebelumnya, selain *goodwill*, akan dikembalikan jika terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai yang terakhir diakui. Jika hal ini yang terjadi, maka jumlah tercatat aset tersebut dinaikkan ke jumlah terpulihkannya. Kenaikan ini merupakan pembalikan dari rugi penurunan nilai sebelumnya.

o. Pajak penghasilan

Manfaat atau beban pajak adalah jumlah keseluruhan pajak penghasilan baik kini maupun tangguhan yang diperhitungkan dalam menentukan laba rugi untuk suatu periode. Pajak kini dan pajak tangguhan diakui dalam laporan laba rugi, kecuali pajak penghasilan yang timbul dari transaksi atau peristiwa yang diakui dalam penghasilan komprehensif lain atau secara langsung di ekuitas. Jika hal ini yang terjadi, pajak tersebut diakui dalam penghasilan komprehensif lain atau ekuitas.

Jumlah pajak kini untuk periode berjalan dan periode sebelumnya yang belum dibayar diakui sebagai liabilitas. Jika jumlah pajak yang telah dibayar untuk periode berjalan dan periode-periode sebelumnya melebihi jumlah pajak yang terutang, maka kelebihanannya diakui sebagai aset. Liabilitas atau aset pajak kini untuk periode berjalan dan periode sebelumnya diukur dengan jumlah yang diperkirakan akan dibayar kepada atau direstitusi dari otoritas perpajakan, yang dihitung dengan menggunakan tarif pajak yang berlaku.

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The recoverable amount is the higher of fair value less costs to sell and its value in use. Value in use is the present value of the estimated future cash flows of the asset or cash generating unit. Present values are computed using pre-tax discount rates that reflect the time value of money and the risks specific to the asset or cash generating unit of the assets.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset shall be reduced to its recoverable amount. The reduction is recognized immediately in profit or loss.

An impairment loss recognized in prior period for an asset other than goodwill is reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If this is the case, the carrying amount of the asset shall be increased to its recoverable amount. That increase is a reversal of an impairment loss.

o. Income tax

Tax benefit or expense are the aggregate amount included in the determination of profit or loss for the period in respect of current tax and deferred tax. Current tax and deferred tax is recognized in profit or loss, except for income tax arising from transactions or events that are recognized in other comprehensive income or directly in equity. In this case, the tax is recognized in other comprehensive income or equity, respectively.

Current tax for current and prior periods shall, to the extent unpaid, be recognized as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess shall be recognized as an asset. Current tax liabilities or assets for the current and prior periods shall be measured at the amount expected to be paid to or recovered from the taxation authorities, using the tax rates that have been enacted.

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Manfaat terkait dengan rugi pajak yang dapat ditarik untuk memulihkan pajak kini dari periode sebelumnya diakui sebagai aset. Aset pajak tangguhan diakui untuk akumulasi rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan sepanjang kemungkinan besar laba kena pajak masa depan akan tersedia untuk dimanfaatkan dengan rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan sepanjang kemungkinan besar laba kena pajak akan tersedia untuk dimanfaatkan, kecuali jika aset pajak tangguhan itu timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak atau rugi pajak.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak, kecuali perbedaan temporer kena pajak yang berasal dari:

- a) pengakuan awal goodwill; atau
- b) pengakuan awal aset atau liabilitas dari transaksi yang bukan kombinasi bisnis dan yang pada saat transaksi tidak mempengaruhi laba akuntansi, atau laba kena pajak atau rugi pajak.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan berlaku ketika aset itu dipulihkan atau pada saat liabilitas diselesaikan, berdasarkan tarif pajak yang berlaku pada akhir periode pelaporan.

Jumlah tercatat aset pajak tangguhan direvisi pada setiap akhir periode pelaporan untuk memastikan bahwa tersedia jumlah pajak penghasilan dari laba kena pajak masa depan dalam jumlah yang memadai untuk mengkompensasi jumlah tercatat aset pajak tangguhan.

Grup melakukan saling hapus atas aset pajak tangguhan dan liabilitas pajak tangguhan serta aset pajak kini dan liabilitas pajak kini, jika Grup:

- a) memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang diakui; dan

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Tax benefits relating to tax loss that can be carried back to recover current tax of a previous periods is recognized as an asset. Deferred tax asset is recognized for the carry forward of unused tax losses and unused tax credit to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilized.

A deferred tax asset shall be recognized for all deductible temporary differences to the extent that it is probable that taxable profit will be available to be utilized, unless the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting profit nor taxable profit or tax loss.

A deferred tax liability shall be recognized for all taxable temporary differences, except to the extent that the deferred tax liability arises from:

- a) the initial recognition of goodwill; or*
- b) the initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction, affects neither accounting profit nor taxable profit or tax loss.*

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates that have been enacted by the end of the reporting period.

The carrying amount of a deferred tax asset reviewed at the end of each reporting period to ensure that the available amount of income tax of future taxable income is sufficient to compensate the carrying amount of deferred tax assets.

The Group offsets deferred tax assets and deferred tax liabilities and current tax assets and current tax liabilities if the Group:

- a) has legally enforceable right to set off the recognized amounts; and*

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- b) bermaksud untuk menyelesaikan dengan dasar neto atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan. Sedangkan untuk aset dan liabilitas pajak tangguhan jika dikenakan oleh otoritas pajak yang sama, baik atas entitas kena pajak yang sama ataupun berbeda.

p. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui ketika seorang karyawan telah bekerja dalam suatu periode akuntansi. Jumlah imbalan kerjanya diukur berdasarkan nilai nominal tanpa memperhitungkan nilai tunainya.

Imbalan kerja jangka pendek mencakup antara lain upah, gaji, bonus dan insentif.

Imbalan pascakerja

Imbalan pascakerja seperti pensiun, uang pisah dan uang penghargaan masa kerja dihitung berdasarkan Undang-Undang Cipta Kerja No. 11 Tahun 2020 tanggal 2 November 2020.

Jumlah Imbalan Kerja Jangka Pendek dan Pascakerja diakui dan diukur dengan mengacu pada PSAK No.24 tentang Imbalan Kerja.

Grup memiliki program imbalan pascakerja imbalan pasti dan iuran pasti. Grup mengakui jumlah liabilitas imbalan dan iuran pasti neto sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi dengan nilai wajar aset program yang dihitung oleh aktuaris independen dengan menggunakan metode *Projected Unit Credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan imbalan tersebut.

Biaya jasa kini, biaya jasa lalu dan keuntungan atau kerugian pada saat penyelesaian, termasuk biaya bunga atas liabilitas imbalan pasti diakui dalam laporan laba rugi.

Pengukuran kembali atas liabilitas imbalan pasti yang terdiri dari keuntungan atau kerugian aktuarial, imbal hasil atas aset program dan setiap perubahan dampak batas atas aset diakui sebagai penghasilan komprehensif lain.

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- b) intends either to settle on a net basis, or to realize the assets and settle liabilities simultaneously. Whereas for deferred tax assets and liabilities if levied by the same taxation authority, both the same taxable entity or different taxable entities.

p. Employee benefit

Short-term employee benefits

Short-term employee benefits are recognized when an employee has rendered service during accounting period. The amount of employee benefits is measured at the nominal amount without calculating the cash value.

Short-term employee benefits include such as wages, salaries, bonus and incentive.

Post-employment benefits

Post-employment benefits such as retirement, severance and service payments are calculated based on Omnibus Law on Job Creation No. 11 Year 2020 dated November 2, 2020.

The amount of Short-Term and Post-Employment Employee Benefits is recognized and measured with reference to PSAK No.24 on Employee Benefits.

The Group has defined post-employment benefits and defined contribution plans. The Group recognizes the amount of the net defined benefit liability at the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets which calculated by independent actuaries using the Projected Unit Credit method. Present value benefit obligation determined by discounting the benefit.

Current service cost, past service cost and gain or loss on settlement, and net interest on the net defined benefit liability are recognized in profit or loss.

The remeasurement of the net defined benefit liability comprises actuarial gains and losses, the return on plan assets, and any change in effect of the asset ceiling are recognized in other comprehensive income.

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Pesangon

Pesangon pemutusan hubungan kerja terutang ketika Grup memberhentikan hubungan tersebut sebelum usia pensiun normal yaitu ketika seorang karyawan mengajukan pengunduran diri dengan sukarela dan Grup menerimanya atau pada waktu Grup memutuskan hubungan kerja karena restrukturisasi yang disertai dengan kompensasi imbalan pesangon. Pesangon pemutusan hubungan kerja diakui saat yang mana yang lebih cepat antara ketika Grup menerima pengajuan pengunduran diri karyawan dan ketika Grup mengakui biaya restrukturisasi yang bersangkutan.

Pada kasus dimana suatu penawaran diajukan agar karyawan mengundurkan diri secara sukarela, pesangon pemutusan hubungan kerja diukur berdasarkan jumlah karyawan yang diharapkan menerima penawaran tersebut. Imbalan yang jatuh tempo lebih dari dua belas bulan setelah periode pelaporan didiskontokan ke nilai masa kini.

Liabilitas imbalan kerja jangka panjang
Lainnya

Grup memberikan imbalan kerja jangka panjang lainnya. Pengukuran liabilitas imbalan kerja jangka panjang lainnya konsisten dengan pengukuran liabilitas imbalan pascakerja kecuali untuk keuntungan/kerugian aktuarial atas liabilitas imbalan kerja jangka panjang lainnya diakui pada laba rugi.

q. Provisi

Provisi diakui bila Grup memiliki kewajiban kini (baik bersifat hukum maupun konstruktif) sebagai akibat peristiwa masa lalu dan kemungkinan besar penyelesaian kewajiban menyebabkan arus keluar sumber daya serta jumlah kewajiban tersebut dapat diestimasi secara andal.

Jumlah yang diakui sebagai provisi merupakan estimasi terbaik pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan, dengan mempertimbangkan berbagai risiko dan ketidakpastian yang selalu mempengaruhi berbagai peristiwa dan keadaan. Apabila suatu provisi diukur menggunakan arus kas yang diperkirakan untuk menyelesaikan kewajiban kini, maka nilai tercatatnya adalah nilai kini dari arus kas tersebut.

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Termination benefits

Termination benefits are payable when the Group terminates the relationship before the normal retirement age when an employee submits voluntary resignation and the Group receives it or when the Group terminates the employment relationship due to restructuring accompanied by severance compensation benefits. Termination benefits are recognized when that which is faster between when the Group is accepting submissions for the resignation of the employee and when the Group recognizes the restructuring costs are concerned.

In cases where an offer is submitted for employees to voluntarily resign, termination benefits are measured based on the number of employees expected to receive the offer. Rewards due more than twelve months after the reporting period are discounted to present value.

Other long-term employee benefits Liability

The Group provides other long-term employee benefits. The measurement of other long-term employee benefit liabilities is consistent with the measurement of post employment benefit liabilities except for actuarial gain/loss in other long-term employee benefit liability is recognised on profit or loss.

q. Provision

A provision is recognized when Group has a present obligation (legal or constructive) as a result of past event and it is probable that an outflow of resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

The amount recognized as a provision shall be the best estimate of the expenditure required to settle the present obligation at the end of the reporting period, by taking into account the risks and uncertainties that inevitably surround many events and circumstances. Where a provision is measured using the estimated cash flows to settle the present obligation, its carrying amount is the present value of those cash flows.

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Jika sebagian atau seluruh pengeluaran untuk menyelesaikan provisi diganti oleh pihak ketiga, maka penggantian itu diakui hanya pada saat timbul keyakinan bahwa penggantian pasti akan diterima jika Grup menyelesaikan kewajiban. Penggantian tersebut diakui sebagai aset yang terpisah. Jumlah yang diakui sebagai penggantian tidak boleh melebihi provisi.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

r. Pengakuan pendapatan dan beban

Pendapatan diukur pada nilai wajar pembayaran yang diterima atau dapat diterima dari penjualan barang atau penyerahan jasa, tidak termasuk diskon, rabat dan Pajak Pertambahan Nilai (PPN).

Pendapatan dari kontrak dengan pelanggan

Perusahaan mengakui pendapatan sesuai dengan PSAK 72, "Pendapatan dari Kontrak dengan Pelanggan", dengan melakukan analisis transaksi melalui metode lima langkah pengakuan pendapatan sebagai berikut:

1. Identifikasi kontrak dengan pelanggan dengan kriteria sebagai berikut;
 - Kontrak telah disetujui oleh pihak pihak terkait dalam kontrak
 - Grup bisa mengidentifikasi hak dari pihak-pihak terkait dan jangka waktu pembayaran dari barang atau jasa yang akan dialihkan
 - Kontrak memiliki substansi komersial
 - Besar kemungkinan entitas akan menerima imbalan atas barang atau jasa yang dialihkan
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.
3. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Grup membuat estimasi jumlah imbalan tersebut

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Where some or all of the expenditure to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognized when, it is virtually certain that reimbursement will be received when the Group settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognized for the reimbursement shall not exceed the amount of the provisions.

Provisions are reviewed at each reporting date and adjusted to reflect the most current best estimate. If it is no longer probable that an outflow of resources will be required to settle the obligation, the provision is reversed.

r. Revenues and expenses recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and rendering services, excluding discounts, rebates and Value Added Tax (VAT).

Revenue from contracts with customers

The Company recognizes revenues in accordance with PSAK 72, "Revenue from Contracts with Customers", by performing transaction analysis through the five steps of income recognition model as follows:

1. Identify contract(s) with a customer with certain criteria as follows:
 - The contract has been agreed by the parties involved in the contract
 - The Group can identify the rights of relevant parties and the term of payment for the goods or services to be transferred
 - The contract has commercial substance
 - It is probable that the Group will receive benefits for
2. Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct.
3. Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Group estimates the amount of consideration to

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sebesar jumlah yang diharapkan berhak diterima atas penyerahannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak.

4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin.
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

Pendapatan dari penjualan barang diakui ketika pengendalian dialihkan kepada pelanggan. Terdapat kondisi di mana pertimbangan diperlukan berdasarkan lima indikator pengendalian di bawah ini:

1. Pelanggan telah memiliki risiko dan manfaat signifikan atas kepemilikan aset dan memperoleh kemampuan untuk mengarahkan penggunaan atas, dan memperoleh secara substansial seluruh sisa manfaat dari barang.
2. Pelanggan memiliki kewajiban kini untuk membayar sesuai dengan syarat dan ketentuan dalam kontrak penjualan.
3. Pelanggan telah menerima barang. Penjualan barang dapat tergantung pada penyesuaian berdasarkan inspeksi terhadap pengiriman oleh pelanggan. Dalam hal ini, penjualan diakui berdasarkan estimasi terbaik Grup terhadap kualitas dan/atau kuantitas saat pengiriman, dan penyesuaian kemudian dicatat dalam akun pendapatan. Secara historis, perbedaan antara kualitas dan kuantitas, estimasi dan/atau *actual* tidak signifikan.
4. Pelanggan telah memiliki hak kepemilikan legal atas barang.
5. Pelanggan telah menerima kepemilikan fisik atas barang.

Grup mengalihkan pengendalian atas barang atau jasa sepanjang waktu, jika satu dari kriteria berikut terpenuhi:

- Pelanggan secara simultan menerima dan mengkonsumsi manfaat yang dihasilkan dari pelaksanaan Grup selama Grup melaksanakan kewajiban pelaksanaannya;

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which it expects to be entitled in exchange for transferring the promised goods or services to a customer less the estimated amount of service level guarantee which will be paid during the contract period.

4. *Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract. Where these are not directly observable, the relative standalone selling price are estimated based on expected cost plus margin.*
5. *Recognize revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of that goods or services).*

Revenue from sales of goods is recognized when control transfers to the customer. There may be circumstances when judgement is required based on the five indicators of control below:

1. *The customer has the significant risks and rewards of ownership and has the ability to direct the use of, and obtain substantially all of the remaining benefits from, the goods.*
2. *The customer has a present obligation to pay in accordance with the terms of the sales contract.*
3. *The customer has accepted the goods. Sales revenue may be subject to adjustment based on the inspection of shipments by the customer. In these cases, sales are recognised based on the Group's best estimate of the grade and/or quantity at the time of shipment, and any subsequent adjustments are recorded against revenue. Historically, the differences between estimated and actual grade and/or quantity are not significant.*
4. *The customer has legal title to the goods.*
5. *The customer has physical possession of the goods.*

The Group transfers control of a good or service overtime, if one from the following criteria is met:

- *The customer simultaneously receives and consumes the benefits provided by the entity's performance as the Group perform;*

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- Pelaksanaan Grup menimbulkan atau meningkatkan aset (sebagai contoh, pekerjaan dalam proses) yang dikendalikan pelanggan selama aset tersebut ditimbulkan atau ditingkatkan; atau
- Pelaksanaan Grup tidak menimbulkan suatu aset dengan penggunaan alternatif bagi Grup dan Grup memiliki hak atas pembayaran yang dapat dipaksakan atas pelaksanaan yang telah diselesaikan sampai tanggal pelaporan.
- Untuk setiap kewajiban pelaksanaan yang dipenuhi sepanjang waktu, Grup mengakui pendapatan sepanjang waktu dengan mengukur kemajuan terhadap penyelesaian penuh atas kewajiban pelaksanaan

Grup menerapkan metode *output* untuk mengukur kemajuan entitas. Grup mengecualikan dari pengukuran kemajuan setiap barang atau jasa di mana Grup tidak mengalihkan pengendalian kepada pelanggan.

Grup mengakui pendapatan atas kewajiban pelaksanaan yang dipenuhi sepanjang waktu hanya jika entitas dapat mengukur kemajuan secara wajar terhadap penyelesaian penuh atas kewajiban pelaksanaan. Dalam beberapa keadaan, Grup mungkin tidak dapat mengukur hasil kewajiban pelaksanaan secara wajar, tetapi Grup memperkirakan untuk memulihkan biaya yang terjadi dalam memenuhi kewajiban pelaksanaan. Dalam keadaan tersebut, Grup mengakui pendapatan hanya sejumlah biaya yang terjadi sampai waktu tertentu di mana Grup dapat mengukur hasil kewajiban pelaksanaan secara wajar.

s. Biaya pinjaman

Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, pembangunan atau pembuatan aset kualifikasian, dikapitalisasi sebagai bagian biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada saat terjadinya. Biaya pinjaman mencakup beban bunga, beban keuangan dalam sewa pembiayaan atau selisih kurs yang berasal dari pinjaman dalam mata uang bukan dolar Amerika sepanjang selisih kurs tersebut diperlakukan sebagai penyesuaian atas biaya bunga.

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- *The Group's performance creates or enhances an asset (for example, work in progress) that the customer controls as the asset is created or enhanced; or*
- *The Group's performance does not create an asset with alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.*
- *For each performance obligation satisfied over time, the Group recognises revenue over time by measuring the progress towards complete satisfaction of that performance obligation.*

The Group applies the output method for measuring progress. The Group excludes from the measure of progress any goods or services for which the Group does not transfer control to a customer.

The Group recognises revenue for a performance obligation satisfied overtime only if the Group can reasonably measure its progress towards complete satisfaction of the performance obligation. In some circumstances, the Group may not be able to reasonably measure the outcome of a performance obligation, but the Group expects to recover the costs incurred in satisfying the performance obligation. In those circumstances, the Group recognises revenue only to the extent of the costs incurred until such time that it can reasonably measure the outcome of the performance obligation.

s. Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset, are capitalized as part of the cost of that asset. Other borrowing costs are recognized as an expense when incurred. Borrowing costs may include interest expense, finance charges in respect of finance leases, or exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs.

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Kapitalisasi biaya pinjaman dimulai pada saat Grup telah melakukan aktivitas yang diperlukan untuk mempersiapkan aset agar dapat digunakan atau dijual sesuai dengan intensinya serta pengeluaran untuk aset dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan ketika seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasi agar dapat digunakan atau dijual sesuai dengan intensinya secara substansial telah selesai.

t. Biaya emisi saham

Biaya emisi saham dicatat sebagai pengurang modal disetor dan disajikan sebagai bagian dari ekuitas dalam akun Tambahan Modal Disetor.

u. Laba per saham

Laba per saham dasar dihitung dengan membagi laba atau rugi yang dapat diatribusikan kepada pemegang saham biasa entitas induk dengan jumlah rata-rata tertimbang saham biasa yang beredar dalam suatu periode.

Untuk tujuan penghitungan laba per saham dilusian, Grup menyesuaikan laba atau rugi yang dapat diatribusikan kepada pemegang saham biasa entitas induk dan jumlah rata-rata tertimbang saham yang beredar, atas dampak dari seluruh instrument berpotensi saham biasa yang bersifat dilutif.

v. Segmen operasi

Grup menyajikan segmen operasi berdasarkan informasi keuangan yang digunakan oleh pengambil keputusan operasional dalam menilai kinerja segmen dan menentukan alokasi sumber daya yang dimilikinya. Segmentasi berdasarkan aktivitas dari setiap kegiatan operasi entitas legal di dalam Grup.

w. Sewa

Pada tanggal inisiasi suatu kontrak, Grup menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan. Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasi, Grup menilai apakah:

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Capitalization of borrowing costs commences when the Group undertakes activities necessary to prepare the asset for its intended use or sale and expenditures for the asset and its borrowing costs has been incurred. Capitalization of borrowing costs ceases when substantially all the activities necessary to prepare the qualifying assets for its intended use or sale are complete.

t. Stock issuance cost

The stock issuance cost is recorded as a deduction of proceed from paid in capital and presented as part of stockholders' equity under Additional Paid in Capital account.

u. Earnings per share

Basic earnings per share is computed by dividing the profit or loss attributable to ordinary equity holders of the parent entity by the weighted average number of ordinary shares outstanding during the period.

For the purpose of calculating diluted earnings per share, the Group shall adjust profit or loss attributable to ordinary equity holders of the parent entity, and the weighted average number of shares outstanding, for the effect of all dilutive potential ordinary shares.

v. Operating segment

Group presented operating segments based on the financial information used by the chief operating decision maker in assessing the performance of segments and in the allocation of resources. The segments are based on the activities of each of the operating legal entities within the Group.

w. Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

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- a. Kontrak melibatkan penggunaan suatu aset identifikasi – ini dapat ditentukan secara eksplisit atau implisit dan secara fisik dapat dibedakan atau mewakili secara substansial seluruh kapasitas aset yang secara fisik dapat dibedakan. Jika pemasok memiliki hak substitusi substantif, maka aset tersebut tidak teridentifikasi;
- b. Grup memiliki hak untuk memperoleh secara substansial seluruh manfaat ekonomik dari penggunaan aset selama periode penggunaan; dan
- c. Grup memiliki hak untuk mengarahkan penggunaan aset identifikasi. Grup memiliki hak ini ketika hak pengambilan keputusan yang paling relevan untuk mengubah bagaimana dan untuk tujuan apa aset tersebut digunakan. Dalam kondisi tertentu di mana semua keputusan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya, Grup memiliki hak untuk mengarahkan penggunaan aset tersebut jika:
 - Grup memiliki hak untuk mengoperasikan aset; atau
 - Grup mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan.

Pada tanggal inisiasi atau pada saat penilaian kembali suatu kontrak yang mengandung suatu komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa.

Pembayaran sewa yang termasuk dalam indeks utang sewa meliputi: pembayaran sewa tetap, sewa variabel yang bergantung pada indeks, jumlah yang akan dibayarkan dalam jaminan nilai residu dan harga eksekusi opsi beli, opsi perpanjangan atau penalti penghentian jika Perusahaan cukup pasti akan mengeksekusi opsi tersebut.

Grup mengakui aset hak-guna dan utang sewa pada tanggal dimulainya sewa. Aset hak-guna awalnya diukur pada biaya perolehan, yang terdiri dari jumlah pengukuran awal dari utang sewa disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan, dan estimasi biaya untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar atau tempat di mana aset berada, dikurangi insentif sewa yang diterima.

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- a. The contract involves the use of an identified asset – this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has the substantive substitution right, then the asset is not identified;
- b. The Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- c. The Group has the right to direct the use of the identified asset. The Group has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In certain circumstances where all the decisions about how and for what purpose the asset is used are predetermined, the Group has the right to direct the use of the asset if either:
 - The Group has the right to operate the asset; or
 - The Group designed the asset in a way that predetermines how and for what purpose the asset will be used.

At inception date or on reassessment of a contract that contains a lease component, the Group allocates consideration in the contract to each lease component on the basis of their relative stand-alone prices.

Lease payments included in the measurement of the lease liability comprise the following: fixed payments, variable lease payments that depend on an index, amounts expected to be payable under a residual value guarantee and the exercise price under a purchase option, optional renewal period or penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

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Jika sewa mengalihkan kepemilikan aset pendasar pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan penyewa akan mengeksekusi opsi beli, maka penyewa menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Periode penyusutan untuk aset hak-guna dengan opsi beli yang dieksekusi tersebut mengacu pada ketentuan masa manfaat aset tetap.

Utang sewa awalnya diukur pada nilai kini atas pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan menggunakan suku bunga implisit dalam sewa atau, jika suku bunga tersebut tidak dapat ditentukan, digunakan suku bunga pinjaman inkremental Perusahaan dan entitas anak. Umumnya, Perusahaan dan entitas anak menggunakan suku bunga pinjaman inkremental sebagai suku bunga diskonto.

Setelah pengakuan awal utang sewa diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif. Utang sewa diukur kembali ketika ada perubahan pembayaran sewa masa depan yang timbul dari perubahan indeks atau suku bunga, jika ada perubahan estimasi Grup atas jumlah yang diperkirakan akan dibayar dalam jaminan nilai residual, atau jika Grup mengubah penilaiannya apakah akan mengeksekusi opsi beli, perpanjangan atau penghentian.

Ketika utang sewa diukur kembali dengan cara ini, penyesuaian terkait dilakukan terhadap jumlah tercatat aset hak-guna, atau dicatat dalam laba rugi jika jumlah tercatat aset hak-guna telah berkurang menjadi nol.

Grup menerapkan pengecualian untuk sewa jangka pendek dan sewa aset bernilai rendah berdasarkan sewa-per-sewa.

Selanjutnya, pembayaran atas kontrak yang termasuk ke dalam pengecualian, yakni pembayaran atas sewa jangka pendek dan sewa aset bernilai rendah diakui pada metode garis lurus dan dibebankan pada laba rugi. Pembayaran sewa terkait dengan sewa yang dikecualikan tersebut diakui sebagai beban dengan menggunakan metode garis lurus selama masa sewa.

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If the lease transfers the ownership of the underlying asset at the end of the lease term, then the asset will be depreciated from the beginning of the lease term to the end of the underlying asset's useful life. The depreciation periods for the right-of use assets with buy options executed should refer to the policy for the fixed assets.

The lease liability is initially measured at the present value of the lease payments that are not yet paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company and subsidiary incremental borrowing rate. Generally, The Company and subsidiary uses its incremental borrowing rate as the discount rate.

After the initial acquisition of a lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right of use assets, or is recorded in profit or loss if the carrying amount of the right of use asset has been reduced to zero.

The Group apply the exemption for low-value assets on a lease-by-lease basis; and for all other leases of low value asset.

Furthermore, payments associated with contracts included in the exception, which are payments associated with all short-term leases and certain leases of all low value assets are recognized on a straightline basis as an expense in profit or loss. The lease payments associated with those leases will be recognized as an expense on a straight-line basis over the lease term.

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**Perlakuan Akuntansi atas Sewa yang
Berjangka Pendek dan yang Bernilai
Rendah**

Sewa jangka pendek adalah sewa dengan masa sewa kurang dari atau sama dengan 12 bulan. Sewa aset bernilai rendah adalah sewa aset yang harga barunya tidak lebih dari plafon nilai rendah yang ditetapkan oleh Grup.

Sewa aset berjangka pendek dan yang bernilai rendah dicatat sebagai sewa dibayar dimuka dan diamortisasi dengan menggunakan metode garis lurus.

**3. Sumber Ketidakpastian Estimasi, Asumsi,
dan Pertimbangan Akuntansi yang Penting**

Penyusunan laporan keuangan konsolidasian Grup pada akhir periode pelaporan mengharuskan manajemen untuk membuat berbagai estimasi, asumsi dan pertimbangan yang dapat mempengaruhi jumlah yang dilaporkan pada laporan keuangan konsolidasian. Adanya ketidakpastian dalam estimasi, asumsi, dan pertimbangan tersebut dapat mengakibatkan penyesuaian material atas jumlah tercatat aset dan liabilitas yang terdampak dalam periode pelaporan yang akan datang.

Estimasi dan asumsi akuntansi

Grup membuat asumsi dan estimasinya berdasarkan parameter yang tersedia pada tanggal laporan keuangan konsolidasian disusun. Asumsi dan keadaan mengenai perkembangan masa depan dapat berubah sebagai akibat dari perubahan pasar atau keadaan yang di luar kendali Grup. Hasil operasi di masa depan dapat dipengaruhi secara material oleh perubahan estimasi yang timbul dari perubahan parameter. Berikut adalah berbagai estimasi dan asumsi yang dapat mempengaruhi angka-angka dalam laporan keuangan konsolidasian Grup:

Masa manfaat aset tetap

Grup melakukan penelaahan berkala atas masa manfaat ekonomis aset tetap berdasarkan faktor-faktor seperti spesifikasi teknis dan perkembangan teknologi di masa depan, serta estimasi masa ekonomis cadangan mineral yang mengandung ketidakpastian.

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**Accounting Treatment for Short-Term and
Low-Value Leases**

Short-term leases are leases with a lease term of 12 months or less. Low-value assets are the value of lease assets less than the maximum amount of low value set in The Group's policy.

Short-term leases and low-value assets were recognized as a prepaid expense and amortized using straight-line method.

**3. Source of Estimation Uncertainty,
Assumptions, and Critical Accounting
Judgments**

The preparation of the Group's consolidated financial statements requires management to make estimates, assumptions, and judgments that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these estimates, assumptions and judgements could result in outcomes that require a material adjustment to the carrying amount of the asset and liability affected in future periods.

Accounting estimates and assumptions

The Group makes its assumptions and estimates based on the parameters available at the date of the consolidated financial statements are prepared. Assumptions and circumstances regarding the future may change as a result of market changes or circumstances that are beyond the control of the Group. The results of future operations can be materially influenced by changes in estimates arising from changes in parameters. The following are various estimates and assumptions that can affect the figures in the Group's consolidated financial statements:

Useful lives of fixed assets

The Group periodically reviews the economic useful lives of fixed assets based on factors such as technical specifications and future technological developments, as well as estimation of the economic life of mineral reserves containing uncertainty.

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Imbalan pascakerja

Nilai kini liabilitas imbalan pascakerja tergantung dari beberapa faktor yang ditentukan berdasarkan berbagai asumsi, yang antara lain terdiri dari: tingkat diskonto, tingkat kenaikan gaji, tingkat mortalitas, tingkat kemungkinan cacat, dan tingkat pengunduran diri. Perubahan dalam asumsi dapat mempengaruhi jumlah tercatat imbalan pascakerja.

Penyisihan Kerugian Penurunan Nilai Aset Keuangan

Penyisihan kerugian penurunan nilai untuk instrumen keuangan telah diukur sejumlah sepanjang umur kerugian kredit ekspektasian sepanjang umurnya jika risiko kredit meningkat secara signifikan sejak pengakuan awal. *Expected Credit Loss* pada instrument keuangan diestimasi berdasarkan matriks provisi dengan mengacu pada pengalaman gagal bayar pelanggan di masa lalu dan analisis posisi keuangan pelanggan saat ini, disesuaikan dengan faktor-faktor yang spesifik dari pelanggan, kondisi ekonomi umum industri di mana pelanggan beroperasi. Grup telah mengakui penyisihan kerugian sebesar 100% atas seluruh piutang yang telah tertunggak lebih dari 12 bulan karena pengalaman historis mengindikasikan bahwa instrumen keuangan tersebut umumnya tidak dapat dipulihkan.

Instrumen keuangan dihapuskan ketika terdapat informasi yang mengindikasikan bahwa pelanggan dalam kesulitan keuangan yang buruk dan tidak ada prospek pemulihan yang realistis.

Nilai Wajar Instrumen Keuangan

Bila nilai wajar aset keuangan dan liabilitas keuangan yang tercatat pada laporan posisi keuangan tidak tersedia di pasar aktif, maka nilai wajarnya ditentukan dengan menggunakan berbagai teknik penilaian termasuk penggunaan model matematika tertentu. Input untuk model ini berasal dari data pasar yang bisa diamati sepanjang data tersebut tersedia. Bila data pasar yang bisa diamati tersebut tidak tersedia, maka pertimbangan Manajemen diperlukan untuk menentukan nilai wajarnya. Pertimbangan tersebut mencakup pertimbangan likuiditas dan model input seperti model volatilitas untuk transaksi derivatif yang berjangka waktu panjang dan tingkat diskontonya, tingkat pelunasan dipercepat, dan asumsi tingkat gagal bayar.

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Post-employment benefits

The present value of the post-employment benefits obligation depends on several factors determined based on various assumptions, which consist of, among other things: discount rate, salary growth rate, mortality rate, disability rate, and resignation rate. Changes in assumptions can affect the carrying amount of post-employment benefits.

Allowance for Impairment Losses of Financial Assets

Allowance for impairment losses for financial instruments has been measured at an amount equal to lifetime expected credit loss if the credit risk of the financial instrument has increased significantly since its initial recognition. The Expected Credit Loss on financial instruments are estimated using a provision matrix refer to past default history of the customers and an analysis of the customers current financial position, and adjusted for specific factors to the customers, general economic conditions of the industry in which the customers operate. The Group has recognized a loss allowance of 100% against all receivables over 12 months past due because historical experience has indicated that financial instruments aren't generally recoverable.

Financial instrument is written off when there is information indicating that the customers is in severe financial difficulty and there is no realistic prospect of recovery.

Fair Value of Financial Instruments

Where the fair values of financial assets and financial liabilities recorded on the statement of financial position cannot be derived from active markets, they are determined using a variety of valuation techniques that include the use of mathematical models. The inputs to these models are derived from observable market data where possible, but where observable market data are not available, judgment is required to establish fair values. The judgments include considerations of liquidity and model inputs such as volatility for long term derivatives and discount rates, prepayment rates, and default rate assumptions.

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Realisasi dari Aset Pajak Tangguhan

Aset pajak tangguhan diakui atas seluruh rugi fiskal yang belum digunakan sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia di masa yang akan datang sehingga rugi fiskal tersebut dapat digunakan. Manajemen harus melakukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan.

Tidak ada perubahan dalam teknik estimasi atau asumsi signifikan yang dibuat selama periode pelaporan berjalan.

Pertimbangan dalam penentuan kebijakan akuntansi

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh signifikan pada angka-angka dalam laporan keuangan konsolidasian Grup:

Penentuan estimasi cadangan mineral

Penentuan estimasi cadangan mineral menimbulkan ketidakpastian dalam penentuan angka-angka di laporan keuangan. Estimasi cadangan mineral terbukti dan terkira menjadi dasar dalam penentuan berbagai angka di laporan posisi keuangan dan laporan laba rugi dan penghasilan komprehensif lain Grup. Cadangan mineral terbukti dan terkira merupakan estimasi jumlah hasil yang dapat dieksploitasi secara ekonomis dan legal dari properti pertambangan Grup. Grup menentukan dan melaporkan cadangan mineral berdasarkan prinsip-prinsip yang ditetapkan oleh Komite Cadangan Mineral Indonesia (KCMI). Dalam mengestimasi cadangan mineral, diperlukan berbagai asumsi seperti faktor geologi, teknis dan ekonomi, termasuk jumlah, teknik produksi, rasio pengupasan tanah, biaya produksi, biaya transportasi, permintaan dan harga komoditas yang bersangkutan, serta nilai tukar mata uang.

Estimasi jumlah dan nilai kandungan cadangan mineral memerlukan ukuran, bentuk dan kedalaman dari mineral yang bersangkutan yang penentuannya dilakukan dengan analisis atas data geologis, yang diperoleh dari sampel pengeboran. Proses ini mungkin memerlukan pertimbangan yang kompleks dan sulit dalam menginterpretasikan data.

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Realization of Deferred Tax Assets

Deferred tax assets are recognized for all unused tax loss to the extent that it is probable that taxable profit will be available against which the loss can be utilized. Management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Judgments in applying the accounting policies

The following judgments are made by management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements:

Determining mineral reserve estimates

Determination of estimated mineral reserves creates uncertainty in determining the numbers in the financial statements. Estimates of proven and probable reserves form the basis for determining various figures in the statement of financial position and statement of profit or loss and other comprehensive income of the Group. Proven and probable mineral reserves are estimates of the amount of results that can be economically and legally exploited from the Group's mining properties. The Group determines and reports mineral reserves based on the principles set by the Indonesian Mineral Reserves Committee (KCMI). In order to estimate mineral reserves, assumptions are required about a range of geological, technical and economic factors, including quantities, production techniques, stripping ratio, production costs, transportation costs, commodity demand, commodity prices and exchange rates.

Estimating the quantity and/or mineral content of mineral reserves requires the size, shape and depth of mineral bodies or fields to be determined by analyzing geological data such as drilling samples. This process may require complex and difficult geological judgements to interpret the data.

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Karena asumsi-asumsi ekonomi yang digunakan untuk membuat estimasi atas jumlah cadangan dapat berubah dari waktu ke waktu dan karena adanya data geologi tambahan yang dihasilkan selama periode operasi, maka jumlah estimasi cadangan dapat juga berubah dari waktu ke waktu. Perubahan cadangan yang dilaporkan dapat mempengaruhi hasil keuangan dan posisi keuangan Grup, di antaranya:

- a. Nilai aset tercatat dapat terpengaruh akibat perubahan estimasi arus kas masa depan;
- b. Penyusutan, deplesi dan amortisasi yang dibebankan dalam laporan laba rugi dan penghasilan komprehensif lain dapat berubah jika biaya tersebut ditentukan berdasarkan basis satuan unit produksi, atau jika terdapat perubahan dalam masa manfaat ekonomis aset;
- c. Pencadangan untuk biaya pembongkaran, restorasi lokasi dan lingkungan dapat berubah karena adanya perubahan dalam estimasi waktu dan besarnya biaya untuk melakukan kegiatan-kegiatan tersebut.

Penentuan kapitalisasi biaya eksplorasi dan evaluasi serta biaya pengembangan

Kebijakan akuntansi yang ditetapkan oleh Grup untuk aset eksplorasi dan evaluasi serta properti pertambangan - tambang dalam pengembangan memerlukan pertimbangan manajemen dalam menentukan manfaat ekonomis masa depan dari aktivitas eksploitasinya di masa yang akan datang. Jika tidak terdapat manfaat ekonomis dari aktivitas eksploitasi di masa depan, aktivitas eksplorasi, evaluasi, dan pengembangan harus dihentikan, dan seluruh biaya-biaya yang terkait harus dibebankan sebagai biaya eksplorasi dan evaluasi atau biaya properti pertambangan - tambang dalam pengembangan. Dengan demikian, terdapat ketidakpastian yang signifikan tentang kapitalisasi atau pembebanan dari biaya-biaya ini.

Penentuan provisi rehabilitasi tambang

Grup menilai provisi rehabilitasi tambang secara tahunan. Estimasi dan asumsi signifikan yang digunakan dalam menentukan provisi rehabilitasi tambang, antara lain adalah biaya aktivitas rehabilitasi, perubahan teknologi dan perubahan peraturan. Ketidakpastian estimasi dan asumsi tersebut dapat mengakibatkan perbedaan antara jumlah yang sudah diprovisikan dengan biaya aktual dimasa depan.

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Because the economic assumptions used to estimate reserves change from period to period and because additional geological data are generated during the course of operations, estimates of reserves may change from period to period. Changes in the reported reserves may affect the Group's financial results and financial position in a number of ways, including the following:

- a. Assets carrying values may be affected due to changes in the estimated future cash flows;*
- b. Depreciation, depletion and amortization charged to profit or loss may change where such charges are determined on the units-of-production basis, or where the useful economic lives of assets change;*
- c. Decommissioning, site restoration and environmental provisions may change where changes in estimated reserves affect expectations about the timing or cost of these activities.*

Determining capitalization of exploration and evaluation costs and development costs

The accounting policies established by the Group for exploration and evaluation assets and mining properties - mines under development require management consideration in determining the future economic benefits of their exploitation activities in the future. If there are no economic benefits from future exploitation activities, exploration, evaluation and development activities must be stopped, and all related costs must be charged as exploration and evaluation costs or mining property - mines under development cost. Accordingly, there is significant uncertainty about the capitalization or imposition of these costs.

Determining provision for mine rehabilitation

The Group assess its provision for mine rehabilitation on an annual basis. Significant estimates and assumptions are used in determining the provision for mine rehabilitation, such as the cost for rehabilitation activities, technological changes and regulatory changes. The uncertainty of estimates and assumptions may cause difference between the amount that has been projected and the actual costs in the future.

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Penentuan mata uang fungsional

Dalam proses penentuan kebijakan akuntansi Grup, manajemen harus membuat pertimbangan dalam menentukan mata uang fungsional yang digunakan oleh setiap entitas dalam Grup, yang memiliki pengaruh signifikan terhadap jumlah yang dicatat dalam laporan keuangan konsolidasian.

Mata uang fungsional di setiap entitas dalam Grup adalah mata uang di lingkungan ekonomi utama tempat entitas itu beroperasi. Mata uang tersebut antara lain adalah, mata uang yang diperoleh dari pendanaan operasi entitas dan mata uang yang digunakan untuk membiayai operasional entitas yang bersangkutan.

Determining of functional currency

In the process of applying the Group's accounting policies, the management has to make a judgement on the determination of the functional currency of each of the Group's entities which have significant effects on the amounts recognized in the consolidated financial statements.

The functional currency in each entity in the Group is the currency in the main economic environment in which the entity operates. The currency includes, among other things, the currency obtained from funding the entity's operations and the currency used to finance the operations of the entity concerned.

4. Kas dan Setara Kas

4. Cash and Cash Equivalents

	2021 Rp	2020 Rp	
Kas	28,765	595,598	Cash on Hand
Kas di Bank	124,800,817	123,873,503	Cash in Banks
Deposito Berjangka	410,000,000	238,000,000	Time Deposits
Total	534,829,582	362,469,101	Total

a. Kas

a. Cash on Hand

	2021 Rp	2020 Rp	
Rupiah	28,765	595,598	Rupiah

b. Kas di Bank

b. Cash in Bank

	2021 Rp	2020 Rp	
Pihak Berelasi (Catatan 36a)	111,392,449	96,676,368	Related Parties (Note 36a)
Pihak Ketiga			Third Parties
<u>Rupiah</u>			<u>Rupiah</u>
PT Bank Permata Tbk Unit Usaha Syariah	5,984,859	16,743,776	PT Bank Permata Tbk Sharia Business Unit
PT Bank Mega Syariah	5,907,566	8,336,647	PT Bank Mega Syariah
PT Bank Central Asia Tbk	1,436,037	2,037,833	PT Bank Central Asia Tbk
<u>USD</u>			<u>USD</u>
PT Bank Permata Tbk Unit Usaha Syariah	79,906	78,879	PT Bank Permata Tbk Sharia Business Unit
Total	124,800,817	123,873,503	Total

c. Deposito berjangka dan call deposits

c. Time and call deposits

	2021 Rp	2020 Rp	
Pihak Berelasi (Catatan 36b)	295,000,000	213,000,000	Related Parties (Note 36b)
Pihak Ketiga			Third Parties
<u>Rupiah</u>			<u>Rupiah</u>
PT Bank Mega Syariah	105,000,000	20,000,000	PT Bank Mega Syariah
PT Bank Permata Tbk - Unit Usaha Syariah	10,000,000	5,000,000	PT Bank Permata Tbk - Sharia Business Unit
Total	410,000,000	238,000,000	Total

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Kisaran tingkat bunga kontraktual per tahun dan jangka waktu deposito berjangka adalah sebagai berikut:

The range of contractual interest rates per annum and maturity period of time deposits are as follows:

	2021	2020	
	%	%	
Rupiah	2.7% - 5%	3.5% - 5.75%	Rupiah
Jangka waktu	1 bulan - 3 bulan/ 1 month - 3 months	1 bulan - 3 bulan/ 1 month - 3 months	Maturity period

5. Piutang Usaha

5. Trade Receivables

Saldo piutang usaha merupakan tagihan atas penjualan semen kepada para distributor semen:

Balance of trade receivable presents receivable for sales to distributors:

	2021	2020	
	Rp	Rp	
Pihak Berelasi (Catatan 36c)	7,968,945	7,081,985	Related Parties (Note 36c)
Cadangan Kerugian Penurunan Nilai	(45,945)	(315,759)	Allowance for Impairment Losses
Subtotal	7,923,000	6,766,226	Subtotal
Pihak Ketiga	535,693,784	526,489,910	Third Parties
Cadangan Kerugian Penurunan Nilai	(69,664,499)	(83,033,967)	Allowance for Impairment Losses
Subtotal	466,029,285	443,455,943	Subtotal
Total	473,952,285	450,222,169	Total

Proses pengangkatan distributor menggunakan sistem penilaian internal untuk menilai potensi distributor. Perusahaan dan entitas anak melakukan evaluasi terhadap kinerja distributor yang dilakukan setiap tahun.

The distributors appointment process uses an internal assessment system to assess the potential customer. The Company and subsidiary evaluates distributors performance annually.

Pada tanggal 31 Desember 2021 dan 2020, piutang Grup yang ada pada saat ini sudah dijamin dengan fasilitas – fasilitas pembiayaan seperti; Distributor Financing Perbankan, Lembaga Penjaminan, APHT Aset dan lain – lain. Grup melakukan perjanjian dengan PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk dan PT Bank Rakyat Indonesia (Persero) Tbk, terkait dengan penerapan sistem penjualan dengan metode distributor *financing*, dimana distributor diberikan fasilitas pembiayaan untuk pelunasan faktur penjualan, sehingga Perusahaan mendapatkan kepastian pelunasan piutang usaha pada saat jatuh tempo (Catatan 19).

As of December 31, 2021 and 2020, Group receivables that exist at this time have been secured by financing facilities such as; Distributor of Banking Financing, Guarantee Institutions, APHT Assets and others. the Group entered into an agreement with PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk and PT Bank Rakyat Indonesia (Persero) Tbk, related to the implementation of sales system using distributor financing method, in which distributors have been given the loan facility to paid the sales invoice, so then the Company would have gained the assurance of receivable payment on the due date (Note 19).

Pada tanggal 31 Desember 2021 dan 2020 jumlah fasilitas pembiayaan untuk pelunasan faktur penjualan adalah masing-masing sebesar Rp28.779.000 dan Rp147.568.613.

As of December 31, 2021 and 2020, the total financing facilities for settlement of sales invoices amounted to Rp28,779,000 and Rp147,568,613, respectively.

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Rincian piutang yang melebihi 5% dari jumlah piutang usaha untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

Details of receivables who supplied more than 5% of trade receivables for the year ended December 31, 2021 and 2020 are as follows:

	2021		
	Rp	%	
PT Maju Mix Bersama Abadi	121,883,731	25.74%	PT Maju Mix Bersama Abadi
PT Kapuas Musi Madelyn	75,226,324	15.89%	PT Kapuas Musi Madelyn
PT Matra Agung Persada	64,744,152	13.67%	PT Matra Agung Persada
PT Zaza Anugerah Mandiri Perkasa	35,842,774	7.57%	PT Zaza Anugerah Mandiri Perkasa
PT Lie Otto Pratama	23,731,245	5.01%	PT Lie Otto Pratama
Total	321,428,226	67.87%	Total

	2020		
	Rp	%	
PT Maju Mix Bersama Abadi	121,779,430	27.05%	PT Maju Mix Bersama Abadi
PT Matra Agung Persada	110,979,897	24.65%	PT Matra Agung Persada
PT Kapuas Musi Madelyn	77,514,272	17.22%	PT Kapuas Musi Madelyn
PT Zaza Anugerah Mandiri Perkasa	36,842,774	8.18%	PT Zaza Anugerah Mandiri Perkasa
Lie Otto Pratama	22,754,053	5.05%	Lie Otto Pratama
Total	369,870,426	82.15%	Total

Umur piutang usaha berdasarkan jatuh tempo adalah sebagai berikut:

The aging of trade receivables based on due date is as follows:

	2021 Rp	2020 Rp	
Lancar	86,887,214	197,213,774	Current
0-120 Hari	23,022,822	88,734,969	0-120 Days
121-240 Hari	39,947,203	27,699,182	121-240 Days
241-360 Hari	50,760,054	111,574,474	241-360 Days
> 360 Hari	343,045,436	108,349,496	>360 Days
Subtotal	543,662,729	533,571,895	Subtotal
Cadangan Kerugian Penurunan Nilai	(69,710,444)	(83,349,726)	Allowance for Impairment Losses
Total	473,952,285	450,222,169	Total

Mutasi penyisihan penurunan nilai piutang adalah sebagai berikut:

The movement of allowance for impairment of receivables is as follows:

	2021 Rp	2020 Rp	
Saldo Awal Tahun	(83,349,726)	(8,056,834)	Beginning of Year
Penyesuaian Sehubungan dengan Penerapan PSAK 71	--	(75,123,250)	Adjustment in Relation to Implementation of PSAK 71
Pemulihan (Penambahan) Cadangan Piutang Usaha tak Tertagih	13,639,282	(169,642)	Recovery (Addition) Allowance for Doubtful Accounts
Saldo Akhir	(69,710,444)	(83,349,726)	Ending Balance

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Pada tanggal 31 Desember 2021 dan 2020, dalam melakukan perhitungan penyisihan piutang, Perusahaan memperhitungkan jaminan pelanggan sebagai pengurang beban penyisihan piutang sebesar Rp522.987.819 dan Rp347.413.311.

Dalam menentukan pemulihan piutang usaha, Grup dan entitas anak mempertimbangkan setiap perubahan dalam kualitas kredit dari piutang usaha dari tanggal awal kredit diberikan sampai dengan akhir periode pelaporan.

Berdasarkan hasil penelaahan keadaan piutang masing-masing pelanggan pada akhir periode pelaporan, manajemen Grup dan entitas anak berkeyakinan bahwa penyisihan penurunan nilai telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang usaha.

Piutang usaha yang diungkapkan di atas termasuk jumlah yang telah lewat jatuh tempo pada akhir periode pelaporan dimana Grup dan entitas anak telah mengakui cadangan kerugian penurunan nilai piutang karena belum ada perubahan kualitas kredit dan jumlah piutang masih dapat dipulihkan.

As of December 31, 2021 and 2020, in calculating the allowance for impairment, the Company takes into account the customer guarantee as a deduction of allowance for impairment expenses amounting to Rp522,987,819 and Rp347,413,311.

In determining the recoverability of a trade receivables, the Group and subsidiary considers any changes in the credit quality of trade receivables from the date credit was initially granted up to the end of reporting period.

Based on a the review of the status of the individual receivable accounts at end of reporting period, the management of the Group and subsidiary believes that the allowance for impairment is adequate to cover possible losses from uncollectible receivables.

Trade receivables disclosed above include amount that are past due at the end of the reporting period for which the Group and subsidiary has not recognized an allowance for impairment losses because there has not been a significant change in credit quality and the amounts are still considered recoverable.

6. Piutang Lain-lain

Saldo piutang lain-lain merupakan tagihan atas kompensasi pemanfaatan limbah B3:

	2021 Rp	2020 Rp
Pihak Berelasi (Catatan 36d)	--	2,239,021
Cadangan Kerugian Penurunan Nilai	--	(236)
Subtotal	--	2,238,785
Pihak Ketiga	1,606,223	6,133,539
Cadangan Kerugian Penurunan Nilai	(7,574)	(27,130)
Subtotal	1,598,649	6,106,409
Total	1,598,649	8,345,194

Rincian piutang lain-lain yang melebihi 5% dari jumlah piutang lain - lain untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	2021	
	Rp	%
PT Gema Putra Buana	980,047	61.30%
PT Semangat Baru Sejati	463,742	29.01%
PT Sinar Alam Permai	154,460	9.66%
Total	1,598,248	99.98%

6. Others Receivables

Balance of other receivables represents for utilization of waste B3 compensations:

Related Parties (Note 36d)
Allowance for Impairment Losses
Subtotal
Third Parties
Allowance for Impairment Losses
Subtotal
Total

Details of receivables who supplied more than 5% of others receivables for the year ended December 31, 2021 and 2020 are as follows:

PT Gema Putra Buana
PT Semangat Baru Sejati
PT Sinar Alam Permai
Total

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	2020		
	Rp	%	
PT Bukit Pembangkit Inovatif	3,926,513	47.05%	PT Bukit Pembangkit Inovatif
PT Bukit Asam Tbk	2,221,353	26.62%	PT Bukit Asam Tbk
PT Semangat Baru Sejati	958,367	11.48%	PT Semangat Baru Sejati
PT Gema Putra Buana	814,476	9.76%	PT Gema Putra Buana
Total	7,920,709	94.91%	Total

Umur piutang lain-lain berdasarkan jatuh tempo adalah sebagai berikut:

The aging of other receivables based on due date is as follows:

	2021	2020	
	Rp	Rp	
Lancar	777,161	--	Current
0-120 Hari	694,507	6,649,924	0-120 Days
121-240 Hari	--	1,700,612	121-240 Days
241-360 Hari	126,580	14,049	241-360 Days
> 360 Hari	7,975	7,975	>360 Days
Total	1,606,223	8,372,560	Total
Cadangan Kerugian Penurunan Nilai	(7,574)	(27,366)	Allowance for Impairment Losses
Total	1,598,649	8,345,194	Total

Rincian mutasi penurunan nilai piutang lain-lain adalah sebagai berikut:

The details of the mutation for impairment of other receivables are as follows:

	2021	2020	
	Rp	Rp	
Saldo awal	(27,366)	--	Beginning balance
Pemulihan (Penambahan) Cadangan Piutang Lainnya tak Tertagih	19,792	(27,366)	Recovery (Addition) Allowance for Doubtful Accounts
Saldo akhir	(7,574)	(27,366)	Ending Balance

Manajemen berpendapat bahwa cadangan penurunan nilai piutang lain-lain tersebut telah memadai untuk menutupi risiko tidak tertagihnya piutang lain-lain.

Management believes that the allowance for impairment losses is adequate to cover the risk of uncollectible others receivables.

7. Persediaan

7. Inventories

	2021	2020	
	Rp	Rp	
Bahan Baku dan Bahan Penolong			Raw Material and Supporting Material
Bahan Baku	28,556,799	8,299,773	Raw Material
Bahan Pembungkus	9,151,927	5,221,006	Packaging
Bahan Bakar	4,976,299	4,873,376	Fuel
Bahan Pelumas	3,448,746	3,870,128	Lubricants
Bahan Kimia	1,153,865	1,552,187	Chemicals
Bahan Pasir Mortar	27,158	--	Mortar Sand
Subtotal	47,314,794	23,816,470	Subtotal
Barang Dalam Proses			Work in Process
Terak	33,682,121	25,031,680	Clinker
Batu Kapur	4,225,747	4,056,724	Limestone
Raw Meal	3,160,520	2,898,084	Raw Meal
Tanah Liat	2,295,561	3,142,381	Clay
Batubara	--	3,792,044	Coal
Subtotal	43,363,949	38,920,913	Subtotal

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	2021 Rp	2020 Rp	
Persediaan Barang Jadi			Finished Goods
Semen Bungkus	20,258,103	17,322,388	Bagged Cement
Semen Curah	14,559,571	8,440,645	Bulk Cement
White Clay	594,749	443,776	White Clay
Mortar	77,035	--	Mortar
Subtotal	35,489,458	26,206,809	Subtotal
Suku Cadang dan Barang Umum	157,320,634	161,646,821	Spare Parts
Jumlah Persediaan	283,488,835	250,591,013	Total Inventories
Cadangan Keusangan/Kerugian Nilai	(1,261,975)	(771,896)	Allowance for Obsolescence/Losses
Total	282,226,860	249,819,117	Total

Pada tanggal 31 Desember 2021 dan 2020 seluruh persediaan diasuransikan pada PT Asuransi Jasa Indonesia (Persero) terhadap risiko kebakaran dengan nilai pertanggungan sebesar Rp281.812.530.

Manajemen berpendapat bahwa, nilai pertanggungan asuransi tersebut telah memadai untuk menutupi kerugian yang mungkin timbul dari risiko-risiko tersebut.

Mutasi cadangan persediaan usang dan bergerak lambat adalah sebagai berikut:

As of December 31, 2021 and 2020, all inventories were insured to PT Asuransi Jasa Indonesia (Persero) against risk of fire with the coverage value amounting Rp281,812,530.

Management believes that the insurance coverage is adequate to cover possible losses arising from such risks.

The movements of allowance for obsolete and slow moving inventories are as follows:

	2021 Rp	2020 Rp	
Saldo Awal Tahun	(771,896)	(5,245,556)	Beginning of Year
Pengurangan (Penambahan)			Deduction (Addition)
Penyisihan	(490,079)	4,473,660	of Allowance
Saldo Akhir	(1,261,975)	(771,896)	Ending Balance

Manajemen berpendapat bahwa cadangan/kerugian di atas adalah cukup untuk menurunkan nilai tercatat persediaan ke nilai realisasi bersihnya.

Persediaan Grup digunakan sebagai jaminan atas pinjaman dari PT Bank Rakyat Indonesia (Persero) Tbk sebesar Rp52.913.000 dan PT Bank Mandiri (Persero) Tbk sebesar Rp38.336.306 untuk fasilitas pinjaman jangka pendek dan *letter of credit* (Catatan 19).

The management believes that the allowance for obsolescence/losses is sufficient to reduce the carrying amounts of inventories to their net realizable values.

The Group's inventory are used as collateral for loan facility obtained from PT Bank Rakyat Indonesia (Persero) Tbk amounting to Rp52,913,000 and PT Bank Mandiri (Persero) Tbk amounting to Rp38,336,306 for short term loan facility and letter of credit facility (Note 19).

8. Biaya di Bayar di Muka

8. Prepaid Expenses

	2021 Rp	2020 Rp	
Asuransi	2,204,418	2,632,166	Insurance
Sewa Gedung	133,333	1,107,833	Office Rent
Lain-lain	74,557	667,060	Others
Total	2,412,308	4,407,059	Total

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9. Uang Muka

9. Advances

	2021 Rp	2020 Rp	
Uang Muka Pembelian	7,470,812	17,803,593	Purchase Advance Payment
Uang Muka Karyawan	1,796,381	1,749,003	Employee Advance
Total	9,267,193	19,552,596	Total

10. Aset Keuangan Lancar Lainnya

10. Other Current Financial Assets

	2021 Rp	2020 Rp	
Pendapatan Bunga Deposito	551,497	525,496	Interest Income of Deposits
Total	551,497	525,496	Total

11. Aset Tetap

11. Fixed Assets

Aset tetap terdiri dari aset tetap pemilikan langsung, aset hak guna dan aset tetap dalam pembangunan. Komposisi dan ikhtisar mutasi aset tetap berikut akumulasi penyusutannya untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

Fixed assets consist of direct ownership, right-of-use assets and construction in progress. The composition and balance movements of fixed assets as well as their accumulated depreciations for the year ended December 31, 2021 and 2020 are presented as follows:

	2021					
	Saldo Awal/ Beginning Balance	Penyesuaian/ *) Adjustment	Penambahan/ Addition	Pengurangan/ Deductions	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance
Harga Perolehan						Acquisition Cost
Kepemilikan Langsung						Direct Ownership
Tanah	134,169,236	--	--	--	--	Land
Tanah Tambang	36,905,250	--	--	--	--	Mining Properties
Bangunan dan Infrastruktur	1,503,130,603	--	6,045,638	--	12,392,759	Buildings and infrastructures
Mesin	3,465,269,550	--	18,473,012	--	--	Machinery
Peralatan Berat	125,235,693	--	7,557,519	--	312,792	Heavy Equipment
Peralatan Kantor	66,770,473	--	5,971,448	--	--	Furniture and Fixture
Kendaraan Bermotor	13,575,325	--	--	(1,284,701)	--	Vehicles
Subtotal	5,345,056,130	--	38,047,617	(1,284,701)	12,705,551	Subtotal
Aset dalam Pembangunan	71,653,139	--	13,964,683	(3,684,732)	(12,705,551)	Construction in Progress
Subtotal	5,416,709,269	--	52,012,300	(4,969,433)	--	Subtotal
Aset Hak Guna						Right-of-Use Assets
Tanah	66,149,973	--	10,541,083	--	--	Land
Bangunan	9,000,472	--	1,660,783	--	--	Building
Kendaraan	6,815,639	--	--	(309,144)	--	Vehicles
Kendaraan Operasional	141,727,835	--	--	--	--	Operational Vehicles
Alat Berat	15,189,012	--	--	--	--	Heavy Equipment
Subtotal	238,882,931	--	12,201,866	(309,144)	--	Subtotal
Jumlah Harga Perolehan	5,655,592,200	--	64,214,165	(5,278,577)	--	Total Acquisition Cost
Akumulasi Penyusutan						Accumulated Depreciation
Tanah Tambang	1,119,975	--	1,242,413	--	--	Mining Properties
Bangunan dan Infrastruktur	278,718,193	--	42,112,863	--	--	Buildings and Infrastructures
Mesin	938,932,465	--	84,679,252	--	--	Machinery
Peralatan Berat	77,264,528	--	8,394,506	--	--	Heavy Equipment
Peralatan Kantor	55,066,669	--	6,683,328	--	--	Furniture and Fixture
Kendaraan Bermotor	11,665,666	--	1,560,223	(1,284,701)	--	Vehicles
Subtotal	1,362,767,496	--	144,672,585	(1,284,701)	--	Subtotal
Aset Hak Guna						Right-of-Use Assets
Tanah	2,912,468	--	3,241,266	--	--	Land
Bangunan	2,031,573	--	2,722,818	--	--	Building
Kendaraan	3,088,505	--	2,512,201	(137,398)	--	Vehicles
Kendaraan Bermotor	36,815,248	--	14,247,432	--	--	Vehicle
Alat Berat	5,452,766	--	2,849,633	--	--	Heavy Equipment
Subtotal	50,300,560	--	25,573,350	(137,398)	--	Subtotal
Jumlah Akumulasi Penyusutan	1,413,068,056	--	170,245,935	(1,422,098)	--	Total Accumulated Depreciation
Nilai Buku	4,242,524,144					Net Book Value

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2020							
Saldo Awal/ Beginning Balance	Penyesuaian/ *) Adjustment	Penambahan/ Addition	Pengurangan/ Deductions	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance		
Harga Perolehan							Acquisition Cost
Kepemilikan Langsung							Direct Ownership
Tanah	134,169,236	--	--	--	134,169,236		Land
Tanah Tambang	--	--	--	36,905,250	36,905,250		Mining Properties
Bangunan dan Infrastruktur	1,445,588,220	--	9,500,968	48,061,415	1,503,130,603		Buildings and Infrastructures
Mesin	3,387,855,063	--	38,838,158	38,576,329	3,465,269,550		Machinery
Peralatan Berat	122,056,071	--	2,829,006	350,616	125,235,693		Heavy Equipment
Peralatan Kantor	65,776,830	--	1,007,083	(13,440)	66,770,473		Furniture and Fixture
Kendaraan Bermotor	13,575,325	--	--	--	13,575,325		Vehicles
Subtotal	5,169,000,745	--	52,175,215	(13,440)	5,345,056,130		Subtotal
Aset dalam Pembangunan	114,024,706	--	52,479,297	(7,862,505)	71,653,139		Construction in Progress
Subtotal	5,283,025,451	--	104,654,513	(7,875,945)	5,416,709,269		Subtotal
Aset Hak Guna							Right-of-Use Assets
Tanah	--	66,149,973	--	--	66,149,973		Land
Bangunan	--	9,000,472	--	--	9,000,472		Building
Kendaraan	--	6,815,639	--	--	6,815,639		Vehicles
Kendaraan Operasional	141,727,835	--	--	--	141,727,835		Operational Vehicles
Alat Berat	--	15,189,012	--	--	15,189,012		Heavy Equipment
Subtotal	141,727,835	97,155,096	--	--	238,882,931		Subtotal
Jumlah Harga Perolehan	5,424,753,286	97,155,096	104,654,513	(7,875,945)	5,655,592,200		Total Acquisition Cost
Akumulasi Penyusutan							Accumulated Depreciation
Tanah Tambang	--	--	1,119,975	--	1,119,975		Mining Properties
Bangunan dan Infrastruktur	239,270,696	--	39,447,497	--	278,718,193		Buildings and Infrastructures
Mesin	863,985,390	--	74,947,075	--	938,932,465		Machinery
Peralatan Berat	68,840,107	--	8,424,421	--	77,264,528		Heavy Equipment
Peralatan Kantor	47,977,930	--	7,096,859	(8,120)	55,066,669		Furniture and Fixture
Kendaraan Bermotor	9,529,103	--	2,136,563	--	11,665,666		Vehicles
Subtotal	1,229,603,226	--	133,172,390	(8,120)	1,362,767,496		Subtotal
Aset Hak Guna							Right-of-Use Assets
Tanah	--	--	2,912,468	--	2,912,468		Land
Bangunan	--	--	2,031,573	--	2,031,573		Building
Kendaraan	--	--	3,088,505	--	3,088,505		Vehicles
Kendaraan Bermotor	23,183,151	--	13,632,097	--	36,815,248		Vehicle
Alat Berat	--	--	5,452,766	--	5,452,766		Heavy Equipment
Subtotal	23,183,151	--	27,117,409	--	50,300,560		Subtotal
Jumlah Akumulasi Penyusutan	1,252,786,377	--	160,289,799	(8,120)	1,413,068,056		Total Accumulated Depreciation
Nilai Buku	4,171,966,909				4,242,524,144		Net Book Value

*) Penyesuaian merupakan dampak dari penerapan awal PSAK 73 (Catatan 2.c)
Adjustment represent impact of initial implementation of PSAK 73 (Note 2.c)

Pada 31 Desember 2020, Grup melakukan reklasifikasi tanah untuk pengembangan ke tanah tambang sebesar Rp36.905.250 (Catatan 13).

As of December 31, 2020 Group reclassified land for development to mining properties amounting to Rp36,905,250 (Note 13).

Beban penyusutan yang dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai berikut:

Depreciation expense charged to the consolidated statements of profit or loss and other comprehensive income as follows:

	2021 Rp	2020 Rp	
Beban Pokok Penjualan	140,608,098	130,426,339	Cost of Sales
Beban Umum dan Administrasi	24,390,874	23,117,964	General and Administrative Expenses
Beban Penjualan	5,246,963	6,737,376	Selling Expenses
Total	170,245,935	160,281,679	Total

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Rincian aset tetap dalam pembangunan pada tanggal 31 Desember 2021 dan 2020, adalah sebagai berikut:

The details of construction in progress as of December 31, 2021 and 2020 are follows:

Nama Proyek	2021			Project Names
	Biaya Kumulatif/ Accumulated Cost	Persentase Penyelesaian/ Completion Percentage	Estimasi Tahun Penyelesaian/ Estimated Completion Year	
Bangunan pabrik, non pabrik, sarana prasarana dan tanah	36,430,039	53.41%	2021-2024	Manufacturing buildings, non manufacturing, facilities and land
Mesin Pabrik	17,937,048	93.51%	2022	Machinations
Terminal Stasiun Jambi	7,015,516	1.66%	2024	Jambi Terminal Station
Pabrik Baturaja III	4,073,367	2.71%	2024	Baturaja III Plant
Akuisisi tambang batu kapur	1,931,050	28.90%	2022	Acquisition of limestone quarries
Alat Bantu	26,800	98.00%	2022	Supporting Equipment
Lain-lain	1,813,719	37.40%	2024	Others
Total	69,227,539			Total

Nama Proyek	2020			Project Names
	Biaya Kumulatif/ Accumulated Cost	Persentase Penyelesaian/ Completion Percentage	Estimasi Tahun Penyelesaian/ Estimated Completion Year	
Bangunan pabrik, non pabrik, sarana prasarana dan tanah	38,464,301	42.44%	2021-2024	Manufacturing buildings, non manufacturing, facilities and land
Mesin Pabrik	15,488,727	93.53%	2022	Machinations
Terminal Stasiun Jambi	7,579,456	1.66%	2024	Jambi Terminal Station
Akuisisi tambang batu kapur	5,171,737	28.90%	2022	Acquisition of limestone quarries
Pabrik Baturaja III	4,008,661	2.71%	2024	Baturaja III Plant
Lain-lain	940,257	1.50%	2024	Others
Total	71,653,139			Total

Hak atas tanah Grup berupa Sertifikat Hak Milik ("SHM") dan Sertifikat Hak Guna Bangunan ("SHGB"). SHGB memiliki masa berlaku antara tahun 2038 hingga 2044. Manajemen berpendapat bahwa SHGB tersebut dapat diperpanjang.

The Grup's land represents freehold land ("SHM") and land-use rights ("SHGB"). The SHGB will expire between 2038 until 2044. Management believes that the SHGB are extendable.

Pada tanggal 31 Desember 2021, aset tetap telah diasuransikan kepada PT Asuransi Jasa Indonesia (Persero) dalam *all risk, machinery breakdown, business interruption, public liability*, kendaraan bermotor, alat berat, *earthquake* dan risiko lainnya dengan jumlah pertanggungan sebesar Rp9.753.067.558.

As at 31 December 2021, fixed assets were insured to PT Asuransi Jasa Indonesia (Persero) in all risk, machinery breakdown, business interruption, public liability, vehicles, heavy equipment, earthquake, and other risk with total coverage of Rp9,753,067,558.

Manajemen berpendapat bahwa jumlah pertanggungan asuransi tersebut memadai untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

Aset tetap Grup digunakan sebagai jaminan atas fasilitas pinjaman dari pinjaman sindikasi PT Bank Negara Indonesia (Persero) Tbk (Catatan 19).

Group's fixed assets are pledge as collateral of loan obtained from syndicated loan PT Bank Negara Indonesia (Persero) Tbk (Note 19).

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Pada tanggal 31 Desember 2021 dan 2020, Perusahaan dan entitas anak berpendapat bahwa tidak diperlukan cadangan kerugian penurunan nilai aset.

As of December 31, 2020 and 2019, the Company and subsidiary believes that allowance for impairment losses is not required.

Pada tanggal 31 Desember 2021 dan 2020, jumlah tercatat bruto dari setiap aset tetap yang telah disusutkan penuh dan masih digunakan adalah sebagai berikut:

As of December 31, 2021 and 2020, gross carrying value of each fixed assets have been fully depreciated and still in used are as follows:

	2021 Rp	2020 Rp	
Harga Perolehan:			Acquisition cost:
Mesin	239,125,438	268,181,901	Machinery
Bangunan dan Infrastruktur	64,182,682	44,066,457	Buildings and Infrastructures
Peralatan Berat	49,222,892	--	Heavy Equipment
Peralatan Kantor	35,292,203	39,075,731	Furniture and Fixtures
Kendaraan Bermotor	5,595,860	6,150,257	Vehicles
Total	393,419,075	357,474,346	Total

Keuntungan atas pelepasan aset tetap untuk tahun yang berakhir 31 Desember 2021 dan 2020 adalah sebagai berikut:

Gain on disposal of fixed assets for the years ended December 31, 2021 and 2020 are as follows:

	2021 Rp	2020 Rp	
Nilai Jual	303,866	--	Selling Price
Nilai Buku	--	--	Book Value
Total	303,866	--	Total

12. Aset Takberwujud

12. Intangible Assets

Pada tanggal 31 Desember 2021 dan 2020, komposisi dan ikhtisar mutasi masing-masing aset takberwujud berikut akumulasi penyusutannya adalah sebagai berikut:

As of December 31, 2021 and 2020, the composition and summary of the movements of each intangible assets and its accumulated depreciation are as follows:

	2021				
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Harga Perolehan					Acquisition Cost
Pemilikan Langsung					Direct Ownership
Hak Atas Tanah	1,323,874	--	--	1,323,874	Landrights
Lisensi	5,800,159	166,572	--	5,966,731	Licenses
Piranti Perangkat Lunak	54,941,628	236,600	113,400	55,291,628	Computer Software
Pengembangan Tambang	130,242,969	--	--	130,242,969	Mine Development
Kajian dan Pengembangan	154,405,843	--	--	154,405,843	Research and Development
Subtotal	346,714,473	403,172	113,400	347,231,045	Subtotal
Aset Takberwujud Dalam Pembangunan					Intangible Assets in Progress
Piranti Perangkat Lunak	113,400	4,416,500	(113,400)	4,416,500	Computer Software
Subtotal	113,400	4,416,500	(113,400)	4,416,500	Subtotal
Subtotal	346,827,873			351,647,545	Subtotal
Akumulasi Amortisasi					Accumulated Amortization
Pemilikan Langsung					Direct Ownership
Hak Atas Tanah	929,453	47,792	--	977,245	Landrights
Lisensi	4,390,429	439,142	--	4,829,571	Licenses
Piranti Perangkat Lunak	4,600,822	2,020,734	--	6,621,556	Computer Software
Pengembangan Tambang	22,789,845	10,930,733	--	33,720,578	Mine Development
Kajian dan Pengembangan	73,040,297	28,381,166	--	101,421,463	Study and Development
Subtotal	105,750,846	41,819,567	--	147,570,413	Subtotal
Nilai Buku	241,077,027			204,077,132	Book Value

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	2020				
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Harga Perolehan					Acquisition Cost
Pemilikan Langsung					Direct Ownership
Hak Atas Tanah	1,323,874	--	--	1,323,874	Landrights
Lisensi	5,800,159	--	--	5,800,159	Licenses
Piranti Perangkat Lunak	54,941,628	--	--	54,941,628	Computer Software
Pengembangan Tambang	27,119,413	99,919,804	3,203,752	130,242,969	Mine Development
Kajian dan Pengembangan	149,258,352	5,147,491	--	154,405,843	Research and Development
Subtotal	238,443,426	105,067,295	3,203,752	346,714,473	Subtotal
Aset Takberwujud Dalam					Intangible Assets in
Pembangunan					Progress
Piranti Perangkat Lunak	--	113,400	--	113,400	Computer Software
Pengembangan Tambang	3,203,752	--	(3,203,752)	--	Mine Development
Subtotal	3,203,752	113,400	(3,203,752)	113,400	Subtotal
Subtotal	241,647,178			346,827,873	Subtotal
Akumulasi Amortisasi					Accumulated Amortization
Pemilikan Langsung					Direct Ownership
Hak Atas Tanah	880,801	48,652	--	929,453	Landrights
Lisensi	3,836,430	553,999	--	4,390,429	Licenses
Piranti Perangkat Lunak	2,597,588	2,003,234	--	4,600,822	Computer Software
Pengembangan Tambang	12,761,525	10,028,320	--	22,789,845	Mine Development
Kajian dan Pengembangan	44,659,132	28,381,165	--	73,040,297	Study and Development
Subtotal	64,735,476	41,015,370	--	105,750,846	Subtotal
Nilai Buku	176,911,702			241,077,027	Book Value

Hak atas tanah

Merupakan biaya perpanjangan hak atas tanah di Baturaja, Palembang dan Lampung dan diamortisasi selama 30 (tiga puluh) tahun. Beban amortisasi tersebut dibukukan sebagai biaya produksi.

Lisensi

Merupakan biaya ijin penggunaan suatu perangkat lunak sistem informasi yang diamortisasi selama 5 (lima) tahun. Beban amortisasi tersebut dibukukan sebagai beban umum dan administrasi.

Piranti perangkat lunak

Merupakan biaya atas piranti perangkat lunak yang diamortisasi selama 4 (empat) tahun dan Perusahaan saat ini sedang melakukan tahap implementasi terhadap ERP (Enterprise Resource Planning) SAP (Systems Application and Products in Data Processing) bekerja sama dengan PT Telekomunikasi Indonesia (Persero) Tbk melalui perjanjian No.HK.01.015/293/2017 dengan total nilai pekerjaan sebesar Rp53.346.588 dan telah go live pada tanggal 2 Januari 2019 dan diamortisasi selama 30 (tiga puluh) tahun.

Pada tahun 2021 Grup melakukan perjanjian kerja sama antara PT Baturaja Multi Usaha dengan PT EMS Paramitra atas pembelian Sistem eBS (e-commerce and ERP Business Solution) dengan Nomor perjanjian 007/HK/PJ/BMU/IX/2020 sebesar Rp350.000 dan telah go live pada tanggal 1 Juli 2021 dan diamortisasi selama 10 tahun.

Landright

Represent cost to extended the landright in Baturaja, Palembang, and Lampung and amortized for 30 (thirty) years. Amortization is charged to cost of production.

License

Represent a license fee for the use of an information system software which amortized over 5 (five) years. Amortization is charged to general and administration expenses.

Computer software

Represent a computer software which amortized over 4 (four) years and The Company is currently conducting a phase of implementation of the ERP (Enterprise Resource Planning) SAP (Systems Applications and Products in Data Processing) with PT Telekomunikasi Indonesia (Persero) Tbk through Treaty No. HK. 01.015/293/2017 with a total value of Rp53,346,588 and has go live early on January 2, 2019 and amortized over 30 (thirty) years.

In 2021 the Group entered an agreement between PT Baturaja Multi Usaha and PT EMS Paramitra for acquisition of eBS (e-commerce and ERP Business Solution) System with agreement No. 007/HK/PJ/BMU/IX/2020 amounting to Rp350,000 and has been go live on July 1, 2021 and is amortized over 10 years.

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Pengembangan tambang

Merupakan biaya pengembangan lahan tambang yang dilakukan untuk menemukan cadangan Batu kapur, prosesnya terdiri dari pembersihan lahan dan pengupasan material penutup. Beban amortisasi tersebut dibukukan sebagai biaya produksi.

Mine development

Represent cost of developing the mine site to find limestone reserves, the process consisting of land clearing and stripping the cover materials. Amortization is charged to cost of production.

Kajian dan pengembangan

Kajian dan pengembangan merupakan adanya pengendalian dan keuntungan ekonomis di masa depan yang akan diperoleh dari program pemasaran untuk peningkatan dan pengembangan pasar baru.

Study and development

Study and development are the future economic controls and benefits that will be obtained from the marketing program to improve and develop new markets.

Beban amortisasi dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai berikut:

Amortization expense charged to consolidated statements of profit or loss and other comprehensive income as follows:

	2021 Rp	2020 Rp	
Beban Penjualan	28,381,167	28,381,166	Selling Expenses
Beban Pokok Penjualan	11,090,540	10,241,414	Cost of Sales
Beban Umum dan Administrasi	2,347,860	2,392,790	General and Administrative Expenses
Total	41,819,567	41,015,370	Total

Pada tanggal 31 Desember 2021 dan 2020, Perusahaan dan entitas anak berpendapat bahwa tidak diperlukan cadangan kerugian penurunan nilai aset.

As of December 31, 2021 and 2020, the Company and subsidiary believes that allowance for impairment losses is not required.

13. Aset Tidak Lancar Lainnya

13. Other Non-Current Assets

	2021 Rp	2020 Rp	
Piutang Denda	27,812,614	28,991,985	Penalty of Trade Receivable
Cadangan Penurunan Nilai	(27,812,614)	(5,044,735)	Allowance of Impairment
Subtotal	—	23,947,250	Subtotal
Perlengkapan Pabrik	51,675,094	28,744,192	Factory Equipment
Kas dan Setara Kas yang Dibatasi Penggunaannya	41,933,105	29,268,545	Restricted Cash and Cash Equivalents
Tanah untuk Pengembangan	31,680,300	24,991,739	Land for Development
Klaim yang Masih Harus Diterima	24,424,292	24,424,293	Claims That Still Has to be Accepted
Uang Jaminan	17,861,760	17,752,500	Cash Deposits
Lain-lain	1,551,115	2,763,445	Others
Subtotal	169,125,666	127,944,714	Subtotal
Total	169,125,666	151,891,964	Total

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Piutang denda

Piutang denda merupakan denda distributor sebagai akibat keterlambatan membayar pokok piutang atas pembelian semen.

Perlengkapan pabrik

Perlengkapan pabrik merupakan pemakaian suku cadang dan pemakaian batu tahanan api dan pemakaian castable yang memiliki masa manfaat selama satu tahun.

Kas dan Setara Kas yang Dibatasi Penggunaannya

Pada tanggal 31 Desember 2021, deposito yang dibatasi penggunaannya ditempatkan di PT Bank Mandiri (Persero) Tbk sebesar Rp99.885 sebagai jaminan biaya restorasi tanah tambang, ditempatkan di PT Bank Negara Indonesia (Persero) sebesar Rp50.000 digunakan sebagai jaminan tambang dan sebesar Rp406.396 sebagai bank garansi; ditempatkan di PT Bank Pembangunan Daerah Sumsel Babel sebesar Rp22.810.149 sebagai jaminan restorasi tanah tambang (Catatan 22); dan ditempatkan di PT Bank Mega Syariah sebesar Rp18.566.675 sebagai jaminan atas fasilitas pinjaman Grup (Catatan 19).

Pada tanggal 31 Desember 2020, kas yang dibatasi penggunaannya ditempatkan di PT Bank Mandiri (Persero) Tbk sebesar Rp99.885 sebagai jaminan biaya restorasi tanah tambang dan sebesar Rp344.000 sebagai bank garansi; ditempatkan di PT Bank Negara Indonesia (Persero) sebesar Rp50.000 digunakan sebagai jaminan tambang; ditempatkan di PT Bank Pembangunan Daerah Sumsel Babel sebesar Rp19.914.512 sebagai jaminan restorasi tanah tambang; dan ditempatkan di PT Bank Mega Syariah sebesar Rp8.860.148 sebagai jaminan atas fasilitas pinjaman Grup (Catatan 19).

Tanah untuk pengembangan

Tanah untuk pengembangan merupakan pembelian tanah dari masyarakat dan biaya perizinan untuk tujuan pengembangan lahan tambang Pabrik Baturaja di Bukit Pelawi Desa Puser, tanah pengembangan di daerah Sarolangun dan Muara Dua masih dalam tahap pengurusan izin ke Badan Pertanahan Nasional.

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Penalty of trade receivable

Penalty of trade receivable represents penalty charged the Company's customer as a result of the delay of the payment of receivables from purchasing cement transactions.

Factory equipment

Factory equipment represent spareparts usage and the use of brick and castable which has a useful life of one year.

Restricted Cash and Cash Equivalents

As at December 31, 2021 restricted time deposit placed at PT Bank Mandiri (Persero) Tbk amounting to Rp99,885 as a guarantee for the cost of mine land restoration; placed at Bank BNI amounting to Rp50,000 are used as mining collateral and amounting to Rp406,396 as bank guarantee; placed at PT Bank Pembangunan Daerah Sumsel Babel amounting to Rp22,810,149 as guarantee for the cost of mine land restoration (Note 22); placed at PT Bank Mega Syariah amounting to Rp18,566,675 as guarantee for Group's loan facility (Note 19).

As of December 31, 2020, restricted cash placed at PT Bank Mandiri (Persero) Tbk amounting to Rp99,885 as a guarantee for the cost of mine land restoration and amounting to Rp344,000 as bank guarantee; placed at Bank BNI amounting to Rp50,000 are used as mining collateral; placed at PT Bank Pembangunan Daerah Sumsel Babel amounting to Rp19,914,512 as guarantee for the cost of mine land restoration; placed at PT Bank Mega Syariah amounting to Rp8,860,148 as guarantee for Group's loan facility (Note 19).

Land for development purpose

Land for development is the purchase of land from the community and licensing fees for purpose of development of land mines in the hills of Baturaja in Pelawi Factory Village, land development in the Desa Puser, Sarolangun area and Muara Dua still in the stage management of the permissions to Badan Pertanahan Nasional.

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Pada 31 Desember 2020, Grup melakukan reklasifikasi tanah untuk pengembangan ke tanah sebesar Rp36.905.250 (Catatan 11).

Klaim mesin pabrik yang masih harus diterima

Klaim mesin pabrik yang masih harus diterima merupakan penggantian atas mesin dalam masa garansi kepada *Tianjin Cement Industry Design and Research Institute Co. Ltd* sesuai dengan kesepakatan kontrak kerja.

Uang jaminan

Merupakan uang jaminan kepada PT Perusahaan Listrik Negara (Persero).

Lain-lain

Merupakan klaim atas pembayaran pesangon karyawan oleh Jiwasraya yang dibayarkan terlebih dahulu oleh Perusahaan.

As of December 31, 2020 Group reclassified land for development to land amounting to Rp36,905,250 (Note 11).

Claims that factory still has to be accepted

The plant machinery claim that still needs to be received is a replacement of the machine within the warranty period to the *Tianjin Cement Industry Design and Research Institute Co. Ltd* in accordance with the work contract agreement.

Cash deposits

Represent cash deposits to PT Perusahaan Listrik Negara (Persero).

Others

Represents a claim for employee severance pay by Jiwasraya which is paid in advance by the Company.

14. Utang Usaha

14. Trade Payables

	2021 Rp	2020 Rp
Pihak Berelasi (Catatan 36i)	90,401,309	64,214,407
Pihak Ketiga		
Rupiah	160,434,215	194,464,446
USD	--	97,583
Subtotal	160,434,215	194,562,029
Total	250,835,524	258,776,436

Related Parties (Note 36i)

Third Parties

Rupiah

USD

Subtotal

Total

Umur utang usaha adalah sebagai berikut:

The aging of trade payables is as follows:

	2021 Rp	2020 Rp
Lancar	139,852,890	111,094,703
30-120 Hari	93,256,963	97,740,249
121-240 Hari	14,881,313	47,045,909
241-360 Hari	87,315	901,571
> 360 Hari	2,757,043	1,994,004
Total	250,835,524	258,776,436

Current

30-120 Days

121-240 Days

241-360 Days

>360 Days

Total

15. Perpajakan

15. Taxation

a. Pajak Dibayar di Muka

a. Prepaid Taxes

	2021 Rp	2020 Rp
Perusahaan		
Pajak Penghasilan		
Pasal 22		
2021	459,280	--
2020	--	287,833
Pasal 23		
2021	307,427	--
2020	--	478,844
Subtotal	766,707	766,677
Entitas Anak		
Pajak Penghasilan		
Pajak Pertambahan Nilai	1,287,919	2,331,639
Pasal 23		
2021	3,545,220	--
2020	--	1,881,036
Pasal 28a		
2019	1,120,781	1,120,781
Pasal 22		
2021	322,923	--
2020	--	216,560
Subtotal	6,276,843	5,550,016
Total	7,043,550	6,316,693

The Company
Income Tax
Article 22
2021
2020
Article 23
2021
2020
Subtotal
Subsidiary
Income Tax
Value Added Tax
Article 23
2021
2020
Article 28a
2019
Article 22
2021
2020
Subtotal
Total

b. Utang Pajak

b. Taxes Payable

	2021 Rp	2020 Rp
Perusahaan		
Pajak Pertambahan Nilai Wapu	6,418,643	6,327,419
Pajak Pertambahan Nilai	9,037,324	12,730,607
Pajak Penghasilan		
Pajak Mineral Bukan Logam dan Batuan	1,160,576	1,110,751
Pasal 23/26	980,065	807,712
Pasal 22	378,505	765,259
Pasal 4 (ayat 2)	148,927	1,690
Pasal 21	--	805,423
Denda atas pemeriksaan	--	2,928,342
Subtotal	18,124,040	25,477,203
Entitas Anak		
Pajak Pertambahan Nilai	--	--
Pajak Penghasilan		
Pasal 23/26	21,116	43,693
Pasal 21	10,933	3,840
Pasal 4 (Ayat 2)	8,100	18,334
Subtotal	40,149	65,867
Total	18,164,189	25,543,070

The Company
Collected Value Added Tax
Value Added Tax
Income Tax
Non Metal Mineral and - Rocks Tax
Article 23/26
Article 22
Article 4 (Paragraph 2)
Article 21
Inspection Penalty
Subtotal
Subsidiary
Value Added Tax
Income Tax
Article 23/26
Article 21
Article 4 (Paragraph 2)
Subtotal
Total

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c. Beban Pajak Penghasilan

c. Income Tax Expenses

	2021 Rp	2020 Rp	
Perusahaan			The Company
Pajak Kini	--	--	Current Tax
Pajak Tangguhan	15,489,154	26,632,108	Deferred Tax
	<u>15,489,154</u>	<u>26,632,108</u>	
Entitas Anak			Subsidiary
Pajak Kini	--	--	Current Tax
Pajak Tangguhan	1,047,705	(1,146,179)	Deferred Tax
	<u>1,047,705</u>	<u>(1,146,179)</u>	
Konsolidasian			Consolidated
Pajak Kini	--	--	Current Tax
Pajak Tangguhan	16,536,859	25,485,929	Deferred Tax
Total	<u>16,536,859</u>	<u>25,485,929</u>	Total

Rekonsiliasi antara laba sebelum pajak penghasilan yang ditujukan dalam laporan keuangan konsolidasian dengan taksiran laba (rugi) fiskal:

A reconciliation between before corporate income tax in consolidated financial statement and estimate of fiscal taxable income (losses), is as follows:

	2021 Rp	2020 Rp	
Laba Konsolidasian Sebelum Pajak Penghasilan	68,354,164	36,467,602	Consolidated Profit Before Income Tax
Dikurangi:			Less:
(Rugi) Laba Sebelum Pajak Penghasilan Entitas Anak	3,466,378	(5,791,040)	(Loss) Profit Before Subsidiary Income Tax
Laba Sebelum Pajak Penghasilan Perusahaan	<u>64,887,786</u>	<u>42,258,642</u>	Profit Before Income Tax of The Company
Perbedaan Permanen:			Permanent Difference:
Pendapatan Bunga yang Telah Dikenakan Pajak Final	(13,807,182)	(4,455,971)	Interest Income Charged With Final Come Tax
Beban Operasional yang Tidak Boleh Dikurangkan	14,638,345	12,600,257	Non Deductible Operating Expense
Sumbangan	1,737,793	4,691,578	Donation
Penyusutan Aset Tetap yang Tidak Boleh Dikurangkan	7,884,474	7,918,743	Non Deductible Depreciation of Fixed Assets
Promosi	2,539,963	3,698,506	Promotions
Penyusutan Aset Hak Guna	10,689,481	13,485,312	Depreciation of Right of Use of Assets
Beban Bunga Sewa	7,818,725	8,653,591	Interest Rent Expense
Pembayaran Sewa Kendaraan	(1,409,810)	(1,777,174)	Vehicle Leasing Payment
Pembayaran Liabilitas Sewa	(8,065,470)	(13,590,557)	Lease Liability Payment
Lain-Lain	18,091,392	19,675,612	Others
Jumlah Perbedaan Permanen	<u>40,117,712</u>	<u>50,899,897</u>	Total Permanent Difference
Perbedaan Waktu:			Timing Difference:
Penyusutan Aset Tetap	(171,882,105)	(209,190,387)	Depreciation of Fixed Assets
Penyisihan Piutang	8,885,589	2,549,867	Receivable Allowance
Beban Imbalan Kerja	6,721,895	2,027,277	Employee Benefits Expenses
Penyisihan Pasca Tambang	1,054,984	461,641	Post Mining Allowance
Penyisihan Reklamasi	899,487	1,256,240	Reclamation Allowance
Penyisihan Persediaan	490,079	(4,473,660)	Impairment of Receivable
Jumlah Perbedaan Waktu	<u>(153,830,071)</u>	<u>(207,369,022)</u>	Total Timing Difference
Total	<u>(48,824,573)</u>	<u>(114,210,483)</u>	Total

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Perhitungan taksiran pajak penghasilan dan utang pajak penghasilan dengan tarif yang berlaku:

The calculation of estimated taxable income and income at payables using the prevailing rate:

	2021 Rp	2020 Rp
Perusahaan		
Taksiran Pajak		
Penghasilan dengan Tarif yang Berlaku	--	--
Dikurangi:		
Pajak Penghasilan Dibayar Dimuka:		
Pasal 22		
2021	459,280	--
2020	--	287,833
Pasal 23		
2021	307,427	--
2020	--	478,844
Lebih Bayar Pajak	766,707	766,677

The Company
Provision For Corporate
Income Tax Based on
Prevailing Rate
Less:
Prepaid income tax:
Article 22
2021
2020
Article 23
2021
2020
Overpayment Tax

	2021 Rp	2020 Rp
Entitas Anak		
Taksiran Pajak		
Penghasilan dengan Tarif yang Berlaku	--	--
Dikurangi:		
Pajak Penghasilan Dibayar Dimuka:		
Pasal 22		
2021	3,545,220	--
2020	--	1,881,036
Pasal 23		
2021	322,923	--
2020	--	216,560
Lebih Bayar Pajak	3,868,143	2,097,596
Pajak Penghasilan Badan (Perusahaan) (Lebih)/Kurang Bayar	(766,707)	(766,677)
Pajak Penghasilan Badan (Entitas Anak) (Lebih)/Kurang Bayar	(3,868,143)	(2,097,596)
Pajak Penghasilan Badan (Konsolidasian) (Lebih)/Kurang Bayar	(4,634,850)	(2,864,273)

Subsidiary
Provision For Corporate
Income Tax Based on
Prevailing Rate
Less:
Prepaid income tax:
Article 22
2021
2020
Article 23
2021
2020
Overpayment Tax
Corporate Income Tax
(The Company)
(Over)/Under Payment
Corporate Income Tax
(Subsidiary)
(Over)/Under Payment
Corporate Income Tax
(Consolidated)
(Over)/Under Payment

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d. Pajak Tangguhan

	Saldo 1 Januari 2021/ Balance January 1, 2021	Dikreditkan/ (Dibebankan) ke Laporan Laba Rugi Tahun Berjalan/ Credited (Charged) to Statements of Profit or Loss	Penghasilan Komprehensif Lain/ Other Comprehensive Income	Saldo 31 Desember 2021/ Balance December 31, 2021
Liabilitas (Aset) Pajak Tangguhan				
Perusahaan				
Penyusutan	181,465,926	37,814,063	--	219,279,989
Kompensasi Rugi Fiskal	(25,761,921)	(18,353,462)	--	(44,115,383)
Liabilitas Imbalan Kerja	(11,321,996)	(1,478,817)	1,839,386	(10,961,427)
Penyisihan Penurunan Nilai Piutang	(18,525,881)	(1,954,830)	--	(20,480,711)
Penyisihan Penurunan Nilai Persediaan	(169,817)	(107,817)	--	(277,634)
Reklamasi dan Pasca Tambang	(2,193,448)	(429,983)	--	(2,623,431)
Sub Total	123,492,863	15,489,154	1,839,386	140,821,403
Entitas Anak				
Penyusutan	7,296,509	1,874,423	--	9,170,932
Kompensasi Rugi Fiskal	(2,878,229)	(863,025)	--	(3,741,254)
Liabilitas Imbalan Kerja	(176,669)	67,539	4,837	(104,293)
Penyisihan Penurunan Nilai Piutang	(974,065)	(31,232)	--	(1,005,297)
Sub Total	3,267,546	1,047,705	4,837	4,320,088
Total	126,760,409	16,536,859	1,844,223	145,141,491

Deferred Tax Liabilities (Assets)
The Company
Depreciation of Fixed Assets
Compensation of Fiscal Losses
Employee Benefit Liabilities
Allowance for Impairment of Receivables
Allowance for Impairment of Inventories
Reclamation and Mine Closure
Sub Total
The Subsidiary
Depreciation of Fixed Assets
Compensation of Fiscal Losses
Employee Benefit Liabilities
Allowance for Impairment of Receivables
Sub Total
Total

	Saldo 1 Januari 2020/ Balance January 1, 2020 Rp	Penyesuaian Pajak Tax Adjustment Rp	Penyesuaian PSAK 71/ PSAK 71 Adjustment Rp	Dikreditkan/ (Dibebankan) ke Laporan Laba Rugi Tahun Berjalan/ Credited (Charged) to Statements of Profit or Loss Rp	Penghasilan Komprehensif Lain/ Other Comprehensive Income Rp	Saldo 31 Desember 2020/ Balance December 31, 2020 Rp
Liabilitas (Aset) Pajak Tangguhan						
Perusahaan						
Penyusutan	136,935,294	(1,491,253)	--	46,021,885	--	181,465,926
Kompensasi Rugi Fiskal	(7,696,414)	923,570	--	(18,989,077)	--	(25,761,921)
Liabilitas Imbalan Kerja	(15,390,221)	7,367,215	--	(446,001)	(2,852,989)	(11,321,996)
Penyisihan Penurunan Nilai Piutang	(1,806,945)	(353,503)	(15,804,462)	(560,971)	--	(18,525,881)
Penyisihan Penurunan Nilai Persediaan	(1,311,389)	157,367	--	984,205	--	(169,817)
Reklamasi dan Pasca Tambang	(2,080,600)	265,086	--	(377,934)	--	(2,193,448)
Total	108,649,725	6,868,462	(15,804,462)	25,632,107	(2,852,989)	123,492,863
Entitas Anak						
Penyusutan	1,550,770	3,913,446	--	1,832,293	--	7,296,509
Kompensasi Rugi Fiskal	--	--	--	(2,878,229)	--	(2,878,229)
Liabilitas Imbalan Kerja	(221,339)	32,218	--	(78,662)	91,114	(176,669)
Penyisihan Penurunan Nilai Piutang	(254,742)	24,912	(722,653)	(21,581)	--	(974,065)
Total	1,074,689	3,970,576	(722,653)	(1,146,179)	91,114	3,267,546
Total Konsolidasi	109,724,414	10,839,038	(16,527,115)	25,485,928	(2,761,875)	126,760,409

Deferred Tax Liabilities (Assets)
The Company
Depreciation of Fixed Assets
Compensation of Fiscal Losses
Employee Benefit Liabilities
Allowance for Impairment of Receivables
Allowance for Impairment of Inventory
Reclamation and Mine Closure
Total
The Subsidiary
Depreciation of Fixed Assets
Compensation of Fiscal Losses
Employee Benefit Liabilities
Allowance for Impairment of Receivables
Total
Total Consolidation

Pada tanggal 31 Maret 2020 terbit Peraturan Pemerintah Pengganti Undang-Undang (Perpu) No 1 Tahun 2020 tentang “Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan untuk Penanganan Dampak Pandemi Corona Virus Disease-19 (Covid 19) dan atau Dalam Rangka Menghadapi Ancaman yang Membahayakan Perekonomian Nasional dan Stabilitas Keuangan Negara”.

Penyesuaian tarif pajak penghasilan badan dalam negeri dan Bentuk Usaha Tetap berupa penurunan tarif UU No.7 2021 pasal 17 ayat 1 huruf b Undang-Undang mengenai pajak penghasilan menjadi:

- Sebesar 22% yang berlaku pada Tahun Pajak 2020 dan tahun pajak 2021.
- Sebesar 20% yang berlaku pada Tahun Pajak 2022.

Peraturan ini telah ditetapkan sebagai undang-undang melalui Undang-Undang No. 2 Tahun 2020 yang disahkan oleh Dewan Perwakilan Rakyat pada tanggal 16 Mei 2020.

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d. Deferred Tax

On March 31, 2020, the Government Regulation in Lieu of Law (Perpu) No.1 Year 2020 concerning “the State Financial Policy of Financial of System Stability for Handling the Effects of Pandemic Corona Virus Disease-19 (Covid 19) and/or in Order to Face Threats and Endanger the National Economy and State Financial Stability”.

Adjustment of Domestic Corporate Income Tax rates and Permanent Forms in the form of rate reductions Article 17 paragraph 1 letter b of the law concerning Income Taxes becomes:

- 22% is valid in fiscal year 2020 and fiscal year 2021.
- 20% is valid in fiscal year 2022.

This regulation has been enacted into law through Law No, 2 Year 2020 that is passed by House of Representative on 16 May 2020.

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Pada tanggal 29 Oktober 2021, Pemerintah menetapkan Undang-Undang No.7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan ("UU HPP"). Salah satu pasal dalam UU HPP ini adalah tarif pajak penghasilan badan yang berlaku di tahun 2022 dan seterusnya adalah 22%.

Terhadap aset pajak tangguhan diatas telah dilakukan kaji ulang dan kemudian disimpulkan bahwa tidak ada penurunan nilai yang belum diakui.

Rugi pajak dapat dikompensasikan dengan laba kena pajak pada masa lima tahun mendatang sejak kerugian fiskal terjadi.

e. Surat Ketetapan Pajak

Selama tahun 2021, Perusahaan telah membayar atas Surat Ketetapan Pajak Pemeriksaan Pajak Tahun 2015 sebesar Rp4.298.756, membayar Surat Tagihan Pajak PPN Wapu Desember 2018, November 2020 dan Desember 2020 sebesar Rp35.164, membayar Surat Tagihan Pajak PPh 22 Masa Desember 2019 dan PPh 23 Masa Agustus 2019 sebesar Rp1.493 serta membayar Surat Tagihan Pajak PPN Masa Februari 2019 dan Agustus 2020 sebesar Rp29.240. Perusahaan juga membayar Surat Tagihan Pajak Bunga Penagihan Tahun 2015 sebesar Rp143.651 dan membayar biaya penagihan dengan Surat Paksa sebesar Rp1.200.

Selain itu, di Tahun 2021 Perusahaan mengajukan Pengembalian Pendahuluan Kelebihan Pajak Penghasilan Tahun Pajak 2020 sebesar Rp766.370 yang disetujui oleh KPP WP Besar Tiga sesuai Keputusan DJP Nomor KEP-00078.PPH/WPJ.19/KP.03/2021 tanggal 8 Juni 2021 yang dikompensasikan untuk membayar Surat Ketetapan Pajak Pemeriksaan Pajak Tahun 2015 dan Surat Tagihan Pajak Bunga Penagihan Tahun 2014. Perusahaan juga mengajukan Pemindahbukuan kelebihan pembayaran Surat Tagihan Pajak PPN Masa Mei 2019 sebesar Rp19.809 yang disetujui oleh KPP WP Besar Tiga sesuai Bukti Pemindahbukuan Nomor PBK-00285/III/WPJ.19/KP.0303/2021 tanggal 15 Maret 2021 yang memindahkan kelebihan pembayaran pajak tersebut untuk membayar Surat Ketetapan Pajak Pemeriksaan Pajak Tahun 2015.

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On 29 October 2021, the Government stioulatef Law No. 7 Year 2021 on the Harmoniazwtion of Tax Regulations ("HPP Bill"). One of the article in this HPP Bill is that the corporate income tax rate applicable in 2022 and so forth is 22%.

Against the deferred tax asset has been reviewed and then concluded that no impairment has not been recognized.

The tax loss can be utilized against the taxable income for a period of five years subsequent to the year the fiscal loss was incurred.

e. Tax Assessments

During 2021, the Company has paid for the Tax Determination of Tax Examination in 2015 amounting to Rp4,298,756, paid Mandatory Collected VAT Tax Bill December 2018, November 2020, and December 2020 amounting to Rp35,164, paid income tax article 22 period December 2019 and income tax article 23 period August 2019 amounting to Rp1,493 and paid VAT Tax Bill in February 2019 and August 2020 amounting to Rp29,240. The Company also paid a 2015 Billing Interest Tax Bill of Rp143,651 and paid billing fees with a Forced Letter of Rp1,200.

In the other hand, in 2021 the The Company submitted an Introduction for 2020 Tax Excess Return in the amount of Rp766,370 approved by KPP WP Besar Tiga in accordance with DGT Decree Number KEP-00078. PPH/WPJ.19/KP.03/2021 dated June 8, 2021 which is compensated to pay the 2015 Tax Check Tax Determination And 2014 Billing Interest Tax Bill. The Company also filed an overpayment of VAT Tax Bill In May 2019 amounting to Rp19,809 approved by KPP WP Besar Tiga in accordance with the Proof of Transfer number PBK-00285/III/WPJ.19/KP.0303/2021 dated March 15, 2021 which transferred the excess tax payment to pay the Tax Check Tax Decree of 2015.

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Selama tahun 2020, Perusahaan telah membayar atas Surat Ketetapan Pajak Pemeriksaan Pajak Tahun 2015 sebesar Rp4.170.195 dan membayar Surat Tagihan Pajak Tahun 2019 sebesar Rp14 serta Surat Tagihan Pajak Tahun 2020 sebesar Rp39.228. Perusahaan juga membayar biaya penagihan dengan Surat Paksa sebesar Rp150.

Selain itu, di Tahun 2020 Perusahaan mengajukan Pengembalian Pendahuluan Kelebihan Pajak "PPKB" Tahun Pajak 2019 sebesar Rp1.223.450 yang disetujui oleh KPP WP Besar Tiga sesuai Keputusan DJP Nomor KEP-00072.PPH/WPJ.19/KP.03/2020 tanggal 22 Juli 2020 sebesar Rp1.219.852 untuk dikompensasikan dalam membayar Surat Ketetapan Pajak Pemeriksaan Pajak Tahun 2015. Selisih atas PPKB tersebut telah dibebankan pada tahun 2020.

Pada tahun 2020, entitas anak telah menerima Surat Perintah Membayar Kelebihan Pajak (SPMKP) nomor surat KEP-00006.PPN/WPJ/03/KP/08/2020 tertanggal 16 Januari 2020 terkait pengembalian atas restitusi pajak sebesar Rp11.409.337.

During 2020, the Company has paid the 2015 Tax Audit Assessment Tax Assessment Letter amounting to Rp4,170,195 and paid the 2019 Tax Collection Letter amounting to Rp14, as well as the 2020 Tax Collection Letter amounting to Rp39,228. The company also paid a billing fee with a warrant of Rp150.

In addition, in 2020 the Company submitted a Preliminary Refund of Tax Excess "PPKB" for the 2019 Fiscal Year amounting to Rp1,223,450, which was approved by KPP WP Besar Tiga in accordance with DGT Decree Number KEP-00072.PPH / WPJ.19 / KP.03 / 2020 dated 22 July 2020 amounting to Rp1,219,852, to be compensated in paying the 2015 Tax Audit Tax Assessment Letter. The difference of the PPKB results has been expenses in 2020.

In 2020, the subsidiary received a Tax Overpayment Order (SPMKP) letter number KEP-00006.PPN/WPJ/ 03 / KP/ 08/2020 dated January 16, 2020 related to refunds of tax refunds of Rp11,409,337.

16. Beban Akrua

16. Accrued Expenses

	2021 Rp	2020 Rp	
Pengembangan Tambang	81,626,981	62,621,540	Mining Development
Listrik	17,835,752	16,688,765	Electricity
Bunga Kredit Investasi	15,666,210	11,471,355	Interest Credit Investment
Sewa Tanah dan Gudang	2,850,202	--	Land and Warehouse Rent
Biaya Asuransi Dwiguna	1,824,480	--	Dwiguna Insurance Expenses
Jasa Profesional	974,272	747,350	Professional Fees
Beban Bunga Lainnya	325,232	1,166,110	Other Interest Expenses
Bunga <i>Medium Term Notes</i>	--	3,500,000	Interest on Medium Term Notes
Lain-lain	3,112,721	1,742,314	Others
Total	124,215,850	97,937,434	Total

17. Liabilitas Jangka Pendek Lainnya

17. Other Current Liabilities

	2021 Rp	2020 Rp	
Asuransi Jaminan Hari Tua	4,557,389	--	Pension Plan Insurance
Utang Dinas Operasional	744,518	1,012,382	Operational Service Payable
Utang Perjalanan Dinas	513,012	573,456	Business Trip Payable
Yayasan Dana Pensiun Karyawan	111,104	104,861	Foundation Employees Pension Fund
Badan Penyelenggara Jaminan Sosial (BPJS)	57,036	--	Employees Social Security (BPJS)
Lain-lain	620,785	232,941	Others
Total	6,603,844	1,923,640	Total

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Asuransi Jaminan Hari Tua

Merupakan asuransi program tambahan tabungan hari tua karyawan untuk angkatan dibawah tahun 2007.

Utang dinas operasioal

Merupakan utang operasional untuk kegiatan Sumbangan Kepedulian Masyarakat (SKM), keperluan mess dan kantor dan keperluan umum lainnya.

Utang perjalanan dinas

Merupakan utang kepada karyawan dalam rangka perjalanan dinas.

Yayasan dana pensiun karyawan

Merupakan jumlah yang harus dibayar oleh Perusahaan selaku pendiri kepada Yayasan Dana Pensiun Karyawan Semen Baturaja.

Badan Penyelenggara Jaminan Sosial (BPJS)

Merupakan iuran tunjangan kesehatan karyawan, Jaminan Hari Tua, Jaminan Kecelakaan Kerja dan Jaminan Kematian.

Lainnya

Antara lain merupakan iuran karyawan untuk Serikat Karyawan Semen Baturaja, Ikatan Istri Karyawan Semen Baturaja, melalui mekanisme pemotongan gaji karyawan.

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Pension Plan Insurance

Represents an additional retirement savings program for employees under 2007.

Operational Service Payable

Represents of Community Care Contribution (SKM), mess and office operational and others general operational.

Business Trip Payable

Represent debt to employee for cost of business trip.

Foundation Employees Pension Fund

Represents the amount should be paid by the Company as the founder due to add of contribution for the current year.

Employees Social Security (BPJS)

Represent employee health benefits, Provident Fund Benefits, Work-Related Accident Benefits, and Death Benefit.

Others

Among others employee contributions to Employees Union Cement Baturaja, Employee's wife Baturaja Cement Association, through employee payroll deduction mechanism.

18. Instrumen Keuangan

Perusahaan dan entitas anak memiliki berbagai aset keuangan seperti kas dan setara kas, kas dan setara kas yang dibatasi penggunaannya, piutang usaha yang timbul secara langsung dari kegiatan usaha, Perusahaan dan entitas anak juga memiliki kewajiban keuangan yang terdiri dari utang usaha, beban akrual, utang bank jangka pendek dan utang jangka panjang. Tujuan utama dari kewajiban keuangan tersebut adalah untuk membiayai kegiatan usaha Perusahaan dan entitas anak.

Tabel berikut menyajikan aset dan liabilitas keuangan Perusahaan dan entitas anak pada tanggal 31 Desember 2021 dan 2020:

18. Financial Instruments

The Company and subsidiary has various financial assets such as cash and cash equivalents, restricted cash and cash equivalent, trade receivables which arise directly from operations. The Company and subsidiary also has financial liabilities consisting of trade payables, accrued expenses, short term bank loan and long term debt. The main purpose of the financial liabilities is to fund the Company and subsidiary's business activities.

The following table presents assets and financial liabilities of the Company and subsidiary as of December 31, 2021 and 2020:

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	2021 Rp	2020 Rp	
Aset Keuangan			Financial Assets
Kas dan Setara Kas	534,829,582	362,469,101	Cash and Equivalent Cash
Piutang Usaha	473,952,285	450,222,169	Trade Receivables
Piutang Lain-lain	1,598,649	8,345,194	Other Receivable
Penyertaan Saham	25,000	25,000	Investment In Share
Aset Keuangan Lancar Lainnya	551,497	525,496	Other Current Financial Assets
Aset Tidak Lancar Lainnya	41,933,105	29,268,545	Other Non - Current Financial Assets
Jumlah Aset Keuangan	1,052,890,118	850,855,505	Total Financial Assets
Liabilitas keuangan			Financial Liabilities
Utang Bank Jangka Panjang	1,592,119,081	1,173,130,470	Long Term Bank Loan
Utang Bank Jangka Panjang - Bagian Jangka Pendek	58,854,644	425,523,681	Long Term Bank Loan - Current Portion
Utang Usaha	250,835,524	258,776,436	Trade Payables
Beban Akrua	124,215,850	97,937,434	Accrual Expenses
Liabilitas Jangka Pendek Lainnya	6,603,844	1,923,640	Other Short Term Liabilities
Jumlah Liabilitas Keuangan	2,032,628,943	1,957,291,661	Total Financial Liabilities

Nilai wajar didefinisikan sebagai jumlah dimana instrumen tersebut dapat dipertukarkan di dalam transaksi jangka pendek antara pihak yang berkeinginan dan memiliki pengetahuan yang memadai melalui suatu transaksi yang wajar, selain di dalam penjualan terpaksa atau penjualan likuidasi.

Fair value is defined as the amount which the instrument could be exchanged in a short-term transaction between willing parties, and have adequate knowledge through a fair transaction, other than in a forced sale or liquidation sale.

Nilai wajar didapatkan dari kuotasi harga pasar, model arus kas diskonto dan model penentuan harga opsi yang sewajarnya. Instrumen keuangan yang disajikan di dalam laporan posisi keuangan konsolidasian dicatat sebesar nilai wajar, atau sebaliknya, disajikan dalam jumlah tercatat apabila jumlah tersebut mendekati nilai wajarnya atau nilai wajarnya tidak dapat diukur secara handal.

Fair values are obtained from quoted market prices, discounted cash flow models and option pricing models as appropriate. Financial instruments presented in the consolidated statements of financial position are carried at fair value, or otherwise, they are presented at carrying values as either these are reasonable approximation of fair values or their fair values cannot be reliably measured.

Asumsi ini digunakan untuk mengestimasi nilai wajar untuk masing-masing kelas instrumen keuangan.

The assumptions are used to estimate the fair value of each class of financial instruments.

Instrumen keuangan jangka pendek dengan jatuh tempo satu tahun atau kurang (kas dan setara kas, kas dan setara kas yang dibatasi penggunaannya, piutang usaha, piutang lain-lain, utang usaha, utang bank jangka pendek, liabilitas imbalan kerja jangka pendek, liabilitas jangka pendek lainnya dan beban akrual) mendekati nilai wajar karena bersifat jangka pendek.

Short-term financial instrument with maturities of one year or less (cash and cash equivalents, cash and cash equivalents which are restricted, trade receivables, other trade receivables, trade payables, short term bank loan, short term employee benefit liabilities, other current liabilities, and accrual expenses) approximate their carrying values due to their short-term nature.

Nilai wajar dari kas dan setara kas yang dibatasi penggunaannya jangka panjang mendekati nilai tercatat karena tingkat suku bunganya dinilai ulang secara berkala.

The fair value of restricted cash and cash equivalents - long term maturity approximate their carrying amounts largely due to their interest rate are frequently repriced.

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Jumlah tercatat dari pinjaman jangka panjang dengan suku bunga mengambang mendekati nilai wajarnya karena selalu dinilai ulang secara berkala.

The carrying amount of long-term loans with floating interest rates approximate to their fair values as they are repriced frequently.

19. Pinjaman Bank

19. Bank Loans

	2021 Rp	2020 Rp
Kredit Sindikasi		
PT Bank Negara Indonesia (Persero) Tbk	827,900,000	945,250,000
PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk	195,300,000	69,650,000
PT Bank Pembangunan Daerah Sumatra Selatan dan Bangka Belitung	146,100,000	99,500,000
PT Bank Pembangunan Daerah Maluku dan Maluku Utara	48,700,000	49,750,000
PT Bank Pembangunan Daerah Bengkulu	48,700,000	49,750,000
PT Bank Mega	195,300,000	--
PT Bank Mega Syariah	195,800,000	--
Subtotal	1,657,800,000	1,213,900,000
Dikurangi Bagian yang Akan Jatuh Tempo dalam Satu Tahun	(53,000,000)	(25,620,000)
Biaya Transaksi yang Belum Di Amortisasi	(19,159,194)	(15,149,530)
Kredit Sindikasi Bagian Jangka Panjang	1,585,640,806	1,173,130,470
	2021 Rp	2020 Rp
Kredit Investasi		
PT Bank Mega Syariah	12,332,919	--
Subtotal	12,332,919	--
Dikurangi Bagian yang Akan Jatuh Tempo dalam Satu Tahun	(5,854,644)	--
Kredit Investasi Bagian Jangka Panjang	6,478,275	--
	2021 Rp	2020 Rp
Surat Utang Jangka Menengah Pihak Berelasi		
PT Bank Negara Indonesia (Persero) Tbk	--	400,000,000
Dikurangi Bagian yang Akan Jatuh Tempo dalam Satu Tahun	--	(399,903,681)
Subtotal	--	96,319
Biaya Transaksi yang Belum Di Amortisasi	--	(96,319)
Surat Utang Jangka Menengah Bagian Jangka Panjang	--	--
Jumlah Utang Bank Jangka Panjang	1,592,119,081	1,173,130,470

Credit Syndicated

PT Bank Negara Indonesia (Persero) Tbk
PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk
PT Bank Pembangunan Daerah Sumatra Selatan dan Bangka Belitung
PT Bank Pembangunan Daerah Maluku dan Maluku Utara
PT Bank Pembangunan Daerah Bengkulu
PT Bank Mega
PT Bank Mega Syariah
Subtotal

Less Current Maturities
Unamortized Transaction
Cost

Credit Syndicated Long Term Portion

Credit Investment

PT Bank Mega Syariah
Subtotal

Less Current Maturities

Credit Investment Long Term Portion

Medium Term Note

Related Parties
PT Bank Negara Indonesia (Persero) Tbk

Less Current Maturities
Subtotal

Unamortized Transaction
Cost

Medium Term Note Long Term Portion

Bank Loan Long Term Portion

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Kredit Sindikasi

Berdasarkan Surat Keputusan Kredit No LMC1/2/107/R pada tanggal 10 Maret 2016, Perusahaan memperoleh fasilitas kredit dari PT Bank BNI (Persero) Tbk ("BNI") dan PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung ("Bank Sumsel Babel") berupa kredit investasi dengan batas maksimum sebesar Rp1.500.000.000. Pinjaman ini bertujuan untuk pembangunan pabrik Semen Baturaja II dengan kapasitas 1.850.000 ton/tahun. Pinjaman ini mendapatkan masa tenggang pembayaran pokok hingga 36 bulan terhitung sejak pencairan pertama. Pinjaman ini dikenakan bunga 9,45% per tahun dengan jangka waktu hingga 25 Agustus 2025. Pinjaman ini dijamin dengan Sertifikat Hak Guna Bangunan nomor 08/Desa Sukajadi tanggal 31 Oktober 2000 Surat Ukur nomor 77/SKJ/2000 tanggal 27 Oktober 2000 seluas 3,807,100 m², serta mesin dan peralatan senilai Rp1.010.219.388 (Catatan 11).

Pada tanggal 25 Agustus 2020, Perusahaan melakukan pelunasan senilai Rp1.053.603.598 atas pinjaman Kredit Investasi No LMC1/2/107/R. Perusahaan melakukan pembaharuan pada perjanjian Kredit Investasi No LMC1/2/107/R tanggal 10 Maret 2016 menjadi Perjanjian Kredit Investasi No SSK/2.2/2670 tanggal 13 Agustus 2020.

Berdasarkan Perjanjian Kredit Investasi No SSK/2.2/2670 tanggal 13 Agustus 2020, Perusahaan memperoleh fasilitas kredit dari PT Bank BNI (Persero) Tbk ("BNI"), PT Bank Pembangunan Daerah Sumatra Selatan dan serta Bangka Belitung ("Bank Sumsel Babel"), PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk ("BJB"), PT Bank Pembangunan Daerah Maluku dan Maluku Utara ("Bank Maluku Malut"), PT Bank Pembangunan Daerah Bengkulu ("Bank Bengkulu") dengan batas maksimum sebesar Rp1.700.000.000 dengan total nilai komitmen dari Kreditor sebesar Rp1.220.000.000. Pinjaman ini bertujuan untuk pembiayaan kembali proyek Pabrik Semen Baturaja II yang telah dibiayai melalui fasilitas kredit sindikasi dan sebagian porsi *self financing*. Pinjaman ini dikenakan bunga 9,45% per tahun dengan jangka waktu hingga 25 Agustus 2031. Pinjaman ini dijamin dengan tanah, bangunan, sarana pelengkap, mesin dan peralatan dengan nilai Rp2.803.669.000 (Catatan 11).

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Credit Syndicated

Based on Credit Letter No. LMC1/2/107/R dated March 10, 2016, the Company obtained a credit facilities from PT Bank BNI (Persero) Tbk ("BNI") and PT Bank Pembangunan Daerah Sumatera Selatan and Bangka Belitung ("Bank Sumsel Babel") in the form of investment credit with a plafond of Rp1,500,000,000. This loan aims to build Semen Baturaja II factory with a capacity of 1,850,000 tons / year. This loan has a grace period for principal repayment until 36 months from the first disbursement. This loan bears interest of 9.45% per annum with maturity date until August 25, 2025. This loan has collateral asset in the form of Right to Use Building Certificate No 08/Desa Sukajadi dated October 31, 2000 Letter of Measurement number 77/SKJ/2000 dated 27 October 2000 covering an area of 3,807,100 sqm , machinery and equipment valued at Rp1,010,219,388 (Note 11).

On August 25, 2020, the Company made repayment amounting to Rp1,053,603,598 for the Investment Credit Agreement No LMC1/2/107/R. The company renewed its Investment Credit Agreement No. LMC1/2/107/R dated March 10, 2016 to Investment Credit Agreement No SSK/2.2/2670 dated August 13, 2020.

Based on Investment Credit Agreement No SSK/2.2/2670 dated August 13, 2020, the Company obtained a credit facility from PT Bank BNI (Persero) Tbk ("BNI"), PT Bank Pembangunan Daerah Sumatra Selatan and Bangka Belitung ("Bank Sumsel Babel"), PT Bank Pembangunan Daerah Jawa Barat and Banten Tbk ("BJB"), PT Bank Pembangunan Daerah Maluku and North Maluku ("Bank Maluku Malut"), PT Bank Pembangunan Daerah Bengkulu ("Bank Bengkulu") with a maximum limit of Rp1,700,000,000 in total commitment value from the creditor is Rp1,220,000,000. This loan aims to refinance the Semen Baturaja II Plant project which has been financed through a syndicated credit facility and a portion of self-financing. This loan bears interest of 9.45% per annum with maturity date until August 25, 2031. This loan has collateral asset in the form of land, buildings, complementary facilities, machinery and equipment with a value of Rp2,803,669,000 (Note 11).

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Pada tanggal 16 Februari 2021 berdasarkan Addendum Perjanjian Kredit Investasi No. 14, Perusahaan memperoleh tambahan fasilitas kredit dari PT Bank Pembangunan Daerah Sumatra Selatan dan serta Bangka Belitung ("Bank Sumsel Babel"), PT Bank Mega, PT Bank Mega Syariah, dan PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk ("BJB") dengan batas maksimum sebesar Rp1.700.000.000 dengan total nilai komitmen dari Kreditur sebesar Rp1.700.000.000. Penambahan pinjaman ini digunakan untuk pembiayaan kembali pembangunan proyek yang telah dibiayai melalui penerbitan *Medium Term Notes*. Pinjaman ini dijamin dengan tanah, bangunan, sarana pelengkap, mesin dan peralatan dengan nilai Rp3.395.793.000 (Catatan 11).

Selama 2021 Perusahaan telah membayar angsuran pokok sebesar Rp36.100.000.

Selama periode fasilitas tanpa persetujuan tertulis dari pemberi pinjaman, Perusahaan tidak dapat diperbolehkan untuk, antara lain:

1. Mengadakan penggabungan usaha (merger) atau konsolidasi dengan perusahaan lain.
2. Melakukan akuisisi/pengambilalihan aset milik pihak ketiga.
3. Mengubah susunan pengurus, Direksi, Komisaris, dan kepemilikan saham Perusahaan.
4. Mengubah susunan pengurus, Direksi, Komisaris, dan kepemilikan saham Perusahaan.
5. Membagikan deviden kepada pemegang saham kecuali yang telah mendapat persetujuan dari Kementerian BUMN.
6. Mengubah bidang usaha.

Sesuai dengan perjanjian pinjaman, Perusahaan wajib mempertahankan atau meningkatkan kinerja keuangan dengan indikator rasio keuangan sebagai berikut:

- a. Rasio aset lancar terhadap utang lancar minimal 1 kali.
- b. Rasio total utang terhadap total ekuitas maksimal 2,5 kali.
- c. Rasio DSCR (*Debt Service Coverage Ratio*) minimal 100%.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi rasio keuangan tersebut.

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During 2021 the Company have paid principal installments of Rp36,100,000.

During the period of loan facilities, without the written consent from the lenders, the Company does not allowed for, among others:

1. Enter into a business merger (merger) or consolidation with other companies;
2. Acquire assets owned by third parties.
3. Change composition of the management, Directors, Commissioners, and share ownership of the Company.
4. Changing the composition of the management, Directors, Commissioners, and share ownership of the Company.
5. Distribute dividends to shareholders except those that have received approval from the Ministry of BUMN.
6. Change line of business.

As specified by the loan agreement, the Company is required to comply with certain financial covenants, as follows:

- a. Current ratio minimum 1 times.
- b. Debt Equity Ratio minimum 2.5 times.
- c. Debt Service Coverage Ratio minimum 100%.

As of December 31, 2021, the Company has complied with these financial ratio.

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Kredit Investasi

Berdasarkan Perjanjian Penyediaan Fasilitas (Wa'd) No 1031/WA'D/BMS/XII/2020 pada tanggal 29 December 2020, Perusahaan memperoleh fasilitas pembiayaan dari PT Bank Mega Syariah berupa dengan batas maksimum sebesar Rp30.000.000. Pinjaman ini bertujuan untuk tujuan investasi. Jangka Waktu pinjaman ini mendapatkan masa tenggang pembayaran pokok hingga 36 bulan terhitung sejak ditandatangani perjanjian ini. Pinjaman ini dikenakan bunga 9,45% per tahun dengan jangka waktu hingga 29 Desember 2023. Pinjaman ini dijamin dengan Deposito atas nama PT Semen Baturaja (Persero) Tbk (Catatan 13).

Selama 2021 entitas anak telah membayar Rp5.294.228.

Surat Utang Jangka Menengah

Berdasarkan Surat Distribusi MTN No KSEI-2812/DIR/2018 tanggal 22 Februari 2018, Perusahaan menerbitkan *Medium Term Notes (MTN)* dengan jumlah pokok Rp400.000.000 dan tingkat suku bunga 9% per tahun. *Medium Term Notes* tersebut jatuh tempo pada tanggal 23 Februari 2021. Pinjaman ini bertujuan untuk pembangunan pabrik Semen Baturaja II.

Di tahun 2021 Perusahaan telah melakukan pelunasan pinjaman.

Investment Credit

Based on the Facility Provision Agreement (Wa'd) No. 1031/WA'D/BMS/XII/2020 on December 29, 2020, the Company obtained financing facilities from PT Bank Mega Syariah in the form of a maximum limit of Rp30,000,000. The term of this loan gets a grace period of principal payment of up to 36 months from the date of the agreement. This loan is subject to interest of 9.45% per year with a period until December 29, 2023. This loan is secured with Deposits of PT Semen Baturaja (Persero) Tbk (Note 13).

During 2021, subsidiary have paid principal installments of Rp5,294,228.

Medium Term Note

Based on the MTN Distribution Letter No. KSEI-2812/DIR/2018 dated February 22, 2018, the Company issued Medium Term Notes (MTN) with a principal amount of Rp400,000,000 and an interest rate of 9% per annum. Medium Term Notes has maturity date until February 23, 2021. This loan aims to build Semen Baturaja II factory.

In 2021 the Company has paid off the loan.

20. Liabilitas Sewa

Liabilitas sewa yang terdiri dari:

<u>Perusahaan</u>	<u>2021 Rp</u>	<u>2020 Rp</u>
Liabilitas Sewa - Bruto		
Tidak Lebih dari 1 Tahun	12,946,150	13,712,068
Lebih dari 1 Sampai 5 Tahun	38,011,270	51,890,433
Lebih dari 5 Tahun	128,235,024	104,568,399
Total	179,192,444	170,170,900
Beban Bunga Keuangan di Masa Depan	(95,506,299)	(90,927,739)
Nilai Kini Liabilitas Sewa Pembiayaan	83,686,145	79,243,161

Entitas Anak

Liabilitas Sewa - Bruto		
Tidak Lebih dari 1 Tahun	7,670,293	36,918,066
Lebih dari 1 Sampai 5 Tahun	437,500	17,365,473
Lebih dari 5 Tahun	--	--
Total	8,107,793	54,283,539
Beban Bunga Keuangan di Masa Depan	(208,410)	(4,213,586)
Nilai Kini Liabilitas Sewa Pembiayaan	7,899,383	50,069,953

20. Lease Liabilities

Finance lease liabilities is as follows:

<u>The Company</u>
Gross Lease Liabilities
Not Later than a Year
More than a Year up to 5 Years
More than 5 Years
Total
Future Charges on Lease
Present Value of Lease Liabilities

<u>Subsidiary</u>
Gross Lease Liabilities
Not Later than a Year
More than a Year up to 5 Years
More than 5 Years
Total
Future Charges on Lease
Present Value of Lease Liabilities

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<u>Konsolidasi</u>	<u>2021 Rp</u>	<u>2020 Rp</u>	<u>Consolidation</u>
Liabilitas Sewa - bruto			Gross Lease Liabilities
Pembayaran Sewa Minimum			Minimum Lease Payment
Tidak lebih dari 1 tahun	20,616,443	50,630,134	No later than 1 year
Lebih dari 1 sampai 5 tahun	38,448,770	69,255,906	More than 1 year and up to 5 years
Lebih dari 5 tahun	128,235,026	104,568,399	More than 5 years
Total	187,300,239	224,454,439	Total
Beban Bunga Keuangan di Masa Depan	(95,714,709)	(95,141,325)	Future Charges on Leases
Nilai Kini Liabilitas Sewa	91,585,530	129,313,114	Present Value Of Lease Liabilities
Dikurangi Bagian yang			Minus the Portion
Jatuh Tempo Dalam Satu Tahun	(12,896,984)	(39,886,205)	That Is Due Within A Year
Liabilitas Sewa			Finance Lease Liabilities
Jangka Panjang	78,688,546	89,426,909	Long Term

Grup menyewa tanah dari PT Kereta Api Indonesia (Persero) dan PT Pelabuhan Indonesia (Persero), gedung dari PT Kereta Api Indonesia (Persero), serta kendaraan dari PT Energitama Solusindo, PT Surya Dharma Perkasa, CV Lakshmi Motor, PT Mandiri Tunas Finance, PT Chandra Sakti Utama Leasing.

Group lease land from PT Kereta Api Indonesia (Persero) and PT Pelabuhan Indonesia (Persero), buildings from PT Kereta Api Indonesia (Persero), and vehicles from PT Energitama Solusindo, PT Surya Dharma Perkasa, CV Lakshmi Motor, PT Mandiri Tunas Finance, PT Chandra Sakti Utama Leasing.

21. Liabilitas Imbalan Kerja

21. Employee Benefit Liabilities

	<u>2021 Rp</u>	<u>2020 Rp</u>	
Perusahaan			The Company
Imbalan Kerja Jangka Pendek	1,200,000	548,170	Short - Term Employee Benefit
Imbalan Kerja Jangka Panjang	49,824,670	51,463,619	Long - Term Employee Benefit
Entitas Anak			Subsidiary
Imbalan Kerja Jangka Pendek	343,253	--	Short - Term Employee Benefit
Imbalan Kerja Jangka Panjang	688,334	1,017,317	Long - Term Employee Benefit
Total	52,056,257	53,029,106	Total

Imbalan Kerja Jangka Pendek

Short-term Benefit Employee

	<u>2021 Rp</u>	<u>2020 Rp</u>	
Perusahaan			The Company
Pemeriksaan Kesehatan	1,200,000	548,170	Medical Check-Up
Sub Total	1,200,000	548,170	Sub Total
Entitas Anak			Subsidiary
Insentif	343,253	--	Incentive
Sub Total	343,253	--	Sub Total
Total	1,543,253	548,170	Total

Perusahaan

Imbalan Kerja Jangka Panjang

Perusahaan memperoleh persetujuan dari Menteri Keuangan Republik Indonesia dengan Surat Keputusan No. Kep400/KM.17/1999 tanggal 15 November 1999 untuk mendirikan Dana Pensiun Karyawan Semen Baturaja yang merupakan dana pensiun manfaat pasti yang dikelola oleh pengurus yang terpisah, yang

The Company

Long-term Employee Benefit

The Company received an approval from the Minister of Finance of the Republic of Indonesia in Decision Letter No. Kep400/KM.17/1999 dated November 15, 1999 to establish Employee Pension of PT Semen Baturaja which represents defined benefit pension fund managed by separate

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memberikan manfaat pasti bagi karyawan yang masuk kerja sebelum tahun 2007 dan telah memenuhi persyaratan tertentu apabila karyawan tersebut pensiun, cacat atau meninggal dunia.

Estimasi liabilitas aktuarial pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	2021 Rp	2020 Rp	
Liabilitas Imbalan Pensiun	4,280,201	9,361,154	Pension Benefits Liabilities
Liabilitas Imbalan Pesangon	26,696,945	26,522,182	Retirement Benefits Liabilities
Liabilitas Imbalan Cuti dan Penghargaan Masa Kerja	18,847,524	15,580,283	Leave and Services Rewards Benefits Liabilities
Total	49,824,670	51,463,619	Total

Beban bersih aktuarial untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	2021 Rp	2020 Rp	
Liabilitas Imbalan Pensiun	1,118,747	627,578	Pension Benefits Liabilities
Liabilitas Imbalan Pesangon	4,206,303	3,674,375	Retirement Benefits Liabilities
Liabilitas Imbalan Cuti dan Penghargaan Masa Kerja	7,978,244	11,458,153	Leave and Services Rewards Benefits Liabilities
Total	13,303,294	15,760,106	Total

Program Pensiun Manfaat Pasti

Asumsi aktuarial utama yang digunakan untuk menentukan estimasi liabilitas imbalan kerja karyawan dalam program imbalan pasti, berdasarkan laporan aktuarial independen PT Padma Radya Aktuarial. Untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 berdasarkan laporan aktuarial masing-masing tanggal 31 Januari 2022 dan 3 Februari 2021, dengan rincian sebagai berikut:

Tingkat Mortalita		Mortality Rate
- Program Pensiun	Tabel Mortalitas Indonesia Tahun 2011 (Pria)/ Indonesian Mortality Table Year 2011 (Male)	Pension Plan -
- Imbalan Kerja Lainnya	Tabel Mortalitas Indonesia Tahun 2011 (Pria)/ Indonesian Mortality Table Year 2011 (Male)	Other Employee Benefits -
Usia Pensiun Normal	56 Tahun/Years	Normal Retirement Age
Tingkat Cacat	1% Dari Tingkat Mortalita/of Mortality Rate	Disability Rate
Tingkat Kenaikan Gaji	5% (2020: 5%) Per Tahun/Per Annum	Rate of Salary Increase
Tingkat Diskonto Tahunan		Annual Discount Rate
- Program Pensiun	7,25% (2020: 6,75%) Per Tahun/Per Annum	Pension Plan -
- Imbalan Kerja Lainnya	6,75% (2020: 6,75%) Per Tahun/Per Annum	Other Employee Benefits -
Tingkat Kenaikan Harga Emas	8% (2020: 8%) Per Tahun/Per Annum	Gold Price Increase Rate
Tingkat Pengunduran Diri	1% Pada Usia 20 Tahun dan Menurun Secara Linear Sampai Dengan 0 (Nol) Pada Usia Pensiun Normal/ 1% At 20 Years of Age And Reducing Linearly Down To 0 (Zero) At Normal Retirement Age	Resignation Rate

Aset dana pensiun terutama terdiri dari deposito berjangka, surat-surat berharga dan investasi jangka panjang dalam bentuk saham, reksadana, obligasi, tanah dan bangunan.

trustee administered, that give defined benefit for employees start working before year 2007, after serving a qualifying period, are entitled to defined benefits on retirement, disability or death.

The estimated actuarial liabilities as of December 31, 2021 and 2020 are as follows:

The net actuarial expenses as for the year ended December 31, 2021 and 2020 are as follows:

Defined Contribution Pension Program

The principal actuarial assumptions used to estimate liabilities for employee benefits under defined benefits plans are based on independent actuarial report of PT Padma Radya Aktuarial. For the year ended of December 31, 2021 and 2020 are based on actuarial report dated January 31, 2022 and February 3, 2021, with details are as follows:

Pension fund assets mainly consist of time deposits, marketable securities, and long-term investments in shares of stock, mutual funds, bonds and land and buildings.

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Beban imbalan kerja yang dibebankan pada laporan laba rugi merupakan jumlah bersih dari:

Employee benefits expense recognized profit or loss consists of the net total of the following amounts:

	2021 Rp	2020 Rp	
Biaya Jasa Kini	487,541	326,796	Current Service Cost
Biaya Bunga	631,206	300,782	Interest Cost
Total	1,118,747	627,578	Total

Liabilitas bersih imbalan pensiun yang diakui di laporan posisi keuangan adalah sebagai berikut:

The net liability for pension benefits recognized in the statement of financial position are as follows:

	2021 Rp	2020 Rp	
Nilai Kini dari Liabilitas	67,232,669	71,206,879	Present Value of the Obligations
Nilai Wajar Aset	(62,952,468)	(61,845,725)	Fair Value of Plan Assets
Liabilitas Bersih	4,280,201	9,361,154	Net Liability

Rekonsiliasi perubahan liabilitas bersih selama tahun berjalan yang diakui di laporan posisi keuangan adalah sebagai berikut:

Reconciliation of the movement of the net liability recognized in the statement of financial position is as follows:

	2021 Rp	2020 Rp	
Liabilitas Bersih pada Awal Tahun	9,361,154	3,811,714	Net Liability at the Beginning of the Year
Beban Bersih	1,118,748	627,578	Expense Net
Pembayaran Iuran Kerja	(1,048,487)	(1,408,487)	Work Due Payment
Pengukuran Kembali Liabilitas (Aset) Pensiun	(5,151,214)	6,330,349	Remeasurement of Liabilities (Assets) Pension
Liabilitas Bersih pada Akhir Tahun	4,280,201	9,361,154	Net Liability at the End of The Year

Mutasi pengukuran kembali atas liabilitas (aset) pensiun masing-masing pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

Remeasurement of liabilities (assets) pension mutation respectively as of December 31, 2021 and 2020 are as follows:

	2021 Rp	2020 Rp	
Saldo Awal	30,708,854	24,378,505	Beginning Balance
Keuntungan (Kerugian) Aktuarial	(5,151,214)	6,330,349	Actuarial Gain (Loss)
Saldo Akhir	25,557,640	30,708,854	Ending Balance

Pada tanggal 31 Desember 2021, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2021, sensitivity analysis for actuarial assumptions are as follows:

	Tingkat Diskonto/ Discount Rates		Kenaikan Gaji di Masa Depan/ Future Salary Increases	
	Pengaruh Nilai Kini atas Kewajiban Imbalan Program Dana Pensiun/Effect on Present Value of Benefits Obligation		Pengaruh Nilai Kini atas Kewajiban Imbalan Program Dana Pensiun/Effect on Present Value of Benefits Obligation	
	Persentase/ Percentage		Persentase/ Percentage	
Kenaikan	0.5%	64,542,647	0.5%	68,108,173
Pemurunan	0.5%	70,126,355	0.5%	66,372,764
				Increase Decrease

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Imbalan Pesangon

Liabilitas bersih imbalan pesangon yang diakui di laporan posisi keuangan adalah sebagai berikut:

	2021 Rp	2020 Rp
Nilai Kini dari Liabilitas	39,684,738	40,568,409
Nilai Wajar Aset	(12,987,793)	(14,046,227)
Liabilitas Bersih	26,696,945	26,522,182

Present Value of the Obligations
Fair Value of Plan Assets
Net Liability

Beban imbalan kerja yang dibebankan pada laporan laba rugi dan penghasilan komprehensif lain merupakan jumlah bersih dari:

	2021 Rp	2020 Rp
Biaya Jasa Kini	2,496,467	2,251,168
Biaya Bunga	1,709,836	1,423,207
Beban Bersih	4,206,303	3,674,375

Current Service Cost
Interest Cost
Net Expense

Perusahaan memiliki perjanjian pengelolaan program imbalan pascakerja untuk karyawan dan karyawan di bawah tahun 2007 dengan PT Asuransi Jiwa IFG. Perusahaan juga telah membayarkan premi awal untuk mendanai program ini.

Severance Benefits

The net liability for severance benefits obligations recognized in the statement of financial position are as follows:

Severance benefits expense recognized in the consolidated statements of profit or loss and other comprehensive income consists of the net total:

Mutasi pengukuran kembali atas liabilitas (aset) pesangon masing-masing pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	2021 Rp	2020 Rp
Saldo Awal	48,038,134	41,400,351
Keuntungan (Kerugian) Aktuaria	(3,209,630)	6,637,783
Saldo Akhir	44,828,504	48,038,134

Beginning Balance
Gain (Losses) On Actuarial
Saldo Akhir

Rekonsiliasi perubahan selama tahun berjalan atas liabilitas bersih yang diakui di laporan posisi keuangan adalah sebagai berikut:

	2021 Rp	2020 Rp
Liabilitas Bersih pada Awal Tahun	26,522,182	18,133,408
Pengukuran Kembali Liabilitas (Aset) Pesangon	(3,209,630)	6,637,783
Beban/(Pembalikan), Bersih	4,206,303	3,674,375
Pembayaran Iuran	--	(1,515,951)
Pembayaran Imbalan Kerja	(821,910)	(407,433)
Liabilitas Bersih pada Akhir Tahun	26,696,945	26,522,182

Reconciliation of the movement of the liability recognized in the statement of financial position is as follows:

Net Liability at the Beginning of the Year
Remeasurement of Liabilities (Assets) Severance Benefits Expense/(Reversal of Expense), Net Payment of Dues Employee Benefits Paid
Net Liability at the End of the Year

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Pada tanggal 31 Desember 2021, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2021, sensitivity analysis for actuarial assumptions are as follows:

	Tingkat Diskonto/ Discount Rates		Kenaikan Gaji di Masa Depan/ Future Salary Increases		
	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	
Kenaikan	0.5%	37,816,641	0.5%	41,811,705	Increase
Pernurunan	0.5%	41,675,270	0.5%	37,676,941	Decrease

Berikut estimasi pembayaran imbalan yang akan jatuh tempo:

The following estimates of the payment of benefits that are due:

	2021 Rp	2020 Rp	
1 Tahun	1,118,403	823,807	1 Year
1 - 2 Tahun	1,663,436	1,195,981	1 - 2 Years
2 - 5 Tahun	4,266,105	5,122,332	2 - 5 Years
Lebih dari 10 Tahun	146,117,020	153,238,586	More than 10 Years
Total	153,164,964	160,380,706	Total

Cuti Besar dan Penghargaan Masa Kerja

Beban cuti besar dan penghargaan masa kerja yang dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian merupakan jumlah bersih dari:

Leaves and Gratuity

Leaves and Gratuity expense recognized in the consolidated statements of profit or loss and other comprehensive income consists of the net total of the following amounts:

	2021 Rp	2020 Rp	
Biaya Jasa Kini	8,084,264	6,928,122	Current Service Cost
Biaya Bunga	1,017,549	1,158,777	Interest Cost
Amortisasi dari:			Amortization of:
Keuntungan Aktuarial yang Belum Diakui	(1,123,570)	3,371,254	Unrecognized Actuarial Losses
Beban Bersih	7,978,243	11,458,153	Net Expense

Liabilitas bersih cuti besar dan penghargaan masa kerja yang diakui di laporan posisi keuangan adalah sebagai berikut:

The net liability for other employee benefits obligations recognized in the consolidated statement of financial position is as follows:

	2021 Rp	2020 Rp	
Nilai Kini dari Liabilitas	18,847,524	15,580,283	Present Value of the Obligations
Liabilitas Bersih	18,847,524	15,580,283	Net Liability

Rekonsiliasi perubahan selama tahun berjalan atas liabilitas bersih yang diakui di laporan posisi keuangan adalah sebagai berikut:

Reconciliation of the movement of the liability recognized in the statements of financial position is as follows:

	Tingkat Diskonto/ Discount Rates		Kenaikan Gaji di Masa Depan/ Future Salary Increases		
	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Jangka Panjang Lainnya/Effect on Present Value of Benefits Obligation	Persentase/ Percentage	Pengaruh Nilai Kini atas Kewajiban Imbalan Jangka Panjang Lainnya/Effect on Present Value of Benefits Obligation	
Kenaikan	0.5%	18,356,286	0.5%	19,373,508	Increase
Pernurunan	0.5%	19,327,857	0.5%	18,308,902	Decrease

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Pada tanggal 31 Desember 2021, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2021, sensitivity analysis for actuarial assumptions are as follows:

	2021 Rp	2020 Rp	
Liabilitas Bersih pada			Net Liability at the Beginning
Awal Tahun	15,580,283	14,523,087	of the Year
Beban/(Pembalikan), Bersih	7,978,243	11,458,153	Expense/(Reversal of Expense), Net
Pembayaran Imbalan Kerja	(4,711,001)	(10,400,957)	Employee Benefits Paid
Liabilitas Bersih pada Akhir Tahun	18,847,525	15,580,283	Net Liability at the End of the Year

Berikut estimasi pembayaran imbalan yang akan jatuh tempo:

The following estimates of the payment of benefits that are due:

	2021 Rp	2020 Rp	
1 Tahun	6,118,515	4,322,578	1 Year
1 - 2 Tahun	12,676,820	7,092,078	1 - 2 Years
2 - 5 Tahun	27,290,078	22,070,917	2 - 5 Years
Lebih dari 10 Tahun	196,811,511	233,118,731	More than 10 Years
Total	242,896,924	266,604,304	Total

Program Pensiun Iuran Pasti

Karyawan Perusahaan mengikuti program pensiun iuran pasti yang meliputi karyawan tetap yang masuk mulai tahun 2007. Program ini dikelola oleh Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk (DPLK BNI) yang akta pendiriannya telah disahkan oleh Menteri Keuangan Republik Indonesia dengan Surat Keputusan masing-masing No. KEP-106/KM.10/2009 tanggal 13 Mei 2009. Imbalan pensiun akan diberikan apabila karyawan tersebut pensiun, cacat atau meninggal dunia. Iuran untuk program pensiun tersebut adalah sebesar 6% dari gaji bulanan karyawan dan menjadi beban Perusahaan.

Defined Contribution Pension Plans

The Company's employees joined a defined contribution plan covering all permanent employees whose join since 2007. The plan is managed by Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk (DPLK BNI), for which the deed of establishments were approved by the Minister of Finance of the Republic of Indonesia in Decision Letters No. KEP-106/KM.10/2009, respectively, dated May 13, 2009. Employees, after serving a qualifying period, are entitled to benefits on retirement, disability or death. Pension fund contributions are 6% of the employees' monthly salaries, which are borne by the Company.

Jumlah beban sehubungan dengan program ini untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2021 dan 2020 masing-masing sebesar Rp4.445.754 dan Rp4.371.971.

The total expense in relation to these programs during the years ended December 31, 2021 and 2020 amounted to Rp4,445,754 and Rp4,371,971, respectively.

Entitas Anak

Subsidiary

Imbalan Kerja Jangka Panjang

Entitas anak mengakui penyisihan imbalan kerja yang tidak didanai untuk karyawan yang mencapai usia pensiun sesuai dengan UU No.13/2003 tanggal 25 Maret 2003. Perhitungan liabilitas estimasi atas imbalan kerja pada tanggal 31 Desember 2021 dan 2020 didasarkan pada perhitungan aktuaris independen dengan mempertimbangkan asumsi-asumsi sebagai berikut:

Long-term Employee Benefit

Subsidiary recognize allowance for unfunded employee benefits for employees who reach retirement age in accordance with Law No.13/2003 dated March 25, 2003. Calculation of estimated liability for employee benefits as of December 31, 2021 and 2020 is based on an independent actuary calculation by considering the following assumptions:

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Tingkat Diskonto	7,25% (2020: 6,75%) Per Tahun/Per Annum	Discount Rate
Tingkat Kenaikan Upah	10% Per Tahun/ Per Year	Wages Increment Rate
Tabel Mortalita	100% TMI IV	Mortality Table
Tingkat Kecacatan	1% - 5% TMI IV	Disability Rate
Tingkat Pengunduran Diri	1% Pada Usia 20 Tahun dan Menurun Secara Linear Sampai dengan 0 (Nol) Pada Usia Pensiun Normal/ 1% At 20 Years of Age And Reducing Linearly Down To 0 (Zero) At Normal Retirement Age	Withdrawal Rate
Proporsi Pengembalian Pensiun Dini	N/A	Proportion of Early Retirement Taking
Proporsi Pengembalian Pensiun Normal	100% Per Tahun/ Per Year	Proportion of Normal Retirement Taking
Tingkat PHK Karena Alasan Lain	Nihil / Nil	Layoff Rates For Other Reasons
Usia Pensiun Normal	56 Tahun/ Per Year	Normal Retirement Age

Beban imbalan pasca kerja yang diakui di laporan laba rugi dan penghasilan komprehensif lain adalah: *Expenses recognized in the statement of profit or loss and other comprehensive income as follows:*

	2021 Rp	2020 Rp	
Beban Jasa Kini	417,572	335,362	Current Service Cost
Beban Jasa Lalu	(799,894)	--	Past Service Cost
Beban Bunga	75,327	59,318	Interest Expense
Beban Tahun Berjalan	(306,995)	394,680	Expense for the Year

Liabilitas imbalan pasca kerja di laporan posisi keuangan yang timbul sehubungan dengan imbalan pasca kerja adalah sebagai berikut: *The amounts included in the statements of financial position arising from obligation in respect of these post-employment benefits are as follows:*

	2021 Rp	2020 Rp	
Nilai Kini Liabilitas yang Tidak Didanai	688,334	1,017,317	Present Value of Defined Benefit Obligation

Beban imbalan pasca kerja yang diakui di laporan laba rugi dan penghasilan komprehensif lain adalah: *Expenses recognized in the statement of profit or loss and other comprehensive income as follows:*

	2021 Rp	2020 Rp	
Saldo Awal	1,017,317	1,073,918	Beginning Balance
Pembayaran Tahun Berjalan	--	(37,127)	Current Year Payment
Penambahan Tahun Berjalan (Keuntungan) Kerugian Pada Penghasilan Komprehensif Lain	(306,995)	394,681	Addition for the Current Year (Income) Expenses In Other Comprehensive Income
Saldo Akhir	688,334	1,017,317	Ending Balance

Pada tanggal 31 Desember 2021, analisa sensitivitas atas asumsi-asumsi aktuarial adalah sebagai berikut:

As of December 31, 2021, sensitivity analysis for actuarial assumptions are as follows:

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	Tingkat Diskonto/ Discount Rates		Kenaikan Gaji di Masa Depan/ Future Salary Increases		
	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	Pengaruh Nilai Kini atas Kewajiban Imbalan Pasca-Kerja/ Effect on Present Value of Benefits Obligation	
	Persentase/ Percentage	Persentase/ Percentage	Persentase/ Percentage	Persentase/ Percentage	
Kenaikan	1%	604,515	1%	800,468	Increase
Pemurunan	1%	789,813	1%	595,719	Decrease

Analisa sensitivitas di atas dihitung menggunakan metode ekstrapolasi atas pengaruh terhadap kewajiban imbalan kerja sebagai hasil dari perubahan yang beralasan atas asumsi utama yang mungkin terjadi pada tanggal pelaporan.

The sensitivity analysis above have been determined based on a method that extrapolates the impact on benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

Pembayaran kontribusi yang diharapkan dari kewajiban imbalan kerja pada periode mendatang adalah sebagai berikut:

The following payments are expected contributions to the benefits obligations in the future years:

	2021 Rp	2020 Rp	
1 Tahun	48,236	61,407	1 Year
2 - 5 Tahun	252,819	291,727	2 - 5 Years
6 - 10 Tahun	932,743	495,288	6 - 10 Years
Lebih dari 10 Tahun	12,836,756	1,522,621	More than 10 Years
Total	14,070,554	2,371,043	Total

22. Utang Development, Provisi Reklamasi dan Pasca Tambang

22. Development Liability, Provision For Reclamation and Mine Clouser

	2021 Rp	2020 Rp	
Provisi Reklamasi Dan Pasca Tambang	11,924,688	9,970,217	Provision For Reclamation and Mine Clouser
Total	11,924,688	9,970,217	Total
Utang Pengembangan Tambang	81,626,981	90,000,916	Mining Development Liability
Total	81,626,981	90,000,916	Total
Dikurangi Bagian yang Jatuh Tempo Dalam Satu Tahun	81,626,981	62,621,540	Deduct Current Maturities
Total Utang Pengembangan Tambang Jangka Panjang	--	27,379,376	Total Long Term Mining Development Liability

Pada tanggal 31 Desember 2021 dan 2020 utang pengembangan tambang, yang jatuh tempo dalam 1 tahun disajikan pada beban akrual (Catatan 16).

As of December 31, 2021 and 2020, mine development payables, which are due within 1 year, are presented as accrued expenses (Note 16).

Provisi Reklamasi dan Pasca Tambang

Merupakan provisi reklamasi dan pasca tambang batu kapur dan tanah liat berdasarkan Undang-Undang No. 4 Tahun 2009 tentang Mineral dan Batubara, Peraturan Pemerintah No. 78 Tahun 2010 dan Peraturan Menteri ESDM No. 18 Tahun 2008.

Provision for Reclamation and Mine Closure

Represent a provision for reclamation and post mining of limestone and clay based on Law No. 4 Year 2009 regarding Mineral and Coal, the Government Regulation No. 78 Year 2010 and Energy and Human Resources Minister Regulation No. 18 Year 2008.

Utang Pengembangan Tambang

Biaya pengembangan tambang merupakan biaya pengembangan lahan tambang yang dilakukan untuk menemukan cadangan Batukapur, prosesnya terdiri dari pembersihan lahan dan pengupasan material penutup. Beban amortisasi tersebut dibukukan sebagai biaya produksi. Di tahun 2020, lahan tambang Pelawi area 1 dengan luas 93,67 hektar telah beroperasi, namun proses pengupasan lahan di area 1 belum selesai 100%, tetapi Perusahaan telah melakukan estimasi dari kegiatan pengupasan tersebut.

Mining Development Liability

The cost of mining development is the cost of developing the mine area which is carried out to find the Batukapur reserves, the process consists of land clearing and stripping the cover material. The amortization expense is recorded as production costs. In 2020, Pelawi mining area 1 with an area of 93.67 hectares has been operated, but the process of stripping land in area 1 has not been 100% complete, but the Company has estimated the stripping activities.

23. Modal Saham

Modal dasar Perusahaan pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

23. Share Capital

Authorized capital of the Company as of December 31, 2021 and 2020 are as follows:

2021					
Nilai Nominal/Par Value					
Rp100 (dalam Rupiah Penuh/ in full Rupiah)					
Lembar Saham/per Shares					
Saldo Awal/ Beginning Balance	Penambahan/ Addition	Saldo Akhir/ Ending Balance	Total / Total	% Kepemilikan/ Ownership	
Modal Dasar					Authorized Capital
Saham Seri A (Dwiwarna)	1	--	1	100	Series A (Dwiwarna) Shares
Saham Seri B	29,999,999,999	--	29,999,999,999	2,999,999,999,900	Series B Shares
Modal Ditempatkan dan Disetor Penuh	30,000,000,000	--	30,000,000,000	3,000,000,000,000	Issued And Fully Paid Up Capital
Negara Republik Indonesia					Republic of Indonesia
Saham Seri A (Dwiwarna)	1	1	100		Series A (Dwiwarna) Shares
Kementerian BUMN					Ministry of State Owned Enterprises -
Saham Seri B	7,499,999,999	--	7,499,999,999	749,999,999,900	Series B Shares
PT Asuransi Jiwa IFG - Saham Seri B	913,172,000	--	913,172,000	91,317,200,000	PT Asuransi Jiwa IFG - Series B Share
Amrullah "(Direksi)"	114,500	--	114,500	11,450,000	Amrullah "(Director)"
Daconi "(Direksi)"	12,500	--	12,500	1,250,000	Daconi "(Director)"
Masyarakat - Saham Seri B	1,519,235,336	--	1,519,235,336	151,923,533,600	Public - Series B Share
Jumlah Modal Ditempatkan dan Disetor Penuh	9,932,534,336	--	9,932,534,336	993,253,433,600	Total Issued And Fully Paid Up Capital
Jumlah Saham Dalam Portapel	20,067,465,664	--	20,067,465,664	2,006,746,566,400	Total Share in Portfolio

2020					
Nilai Nominal/Par Value					
Rp100 (dalam Rupiah Penuh/ in full Rupiah)					
Lembar Saham/per Shares					
Saldo Awal/ Beginning Balance	Penambahan/ Addition	Saldo Akhir/ Ending Balance	Total / Total	% Kepemilikan/ Ownership	
Modal Dasar					Authorized Capital
Saham Seri A (Dwiwarna)	1	--	1	100	Series A (Dwiwarna) Shares
Saham Seri B	29,999,999,999	--	29,999,999,999	2,999,999,999,900	Series B Shares
Modal Ditempatkan dan Disetor Penuh	30,000,000,000	--	30,000,000,000	3,000,000,000,000	Issued And Fully Paid Up Capital
Negara Republik Indonesia					Republic of Indonesia
Saham Seri A (Dwiwarna)	1	1	100		Series A (Dwiwarna) Shares
Kementerian BUMN -					Ministry of State Owned Enterprises -
Saham Seri B	7,499,999,999	--	7,499,999,999	749,999,999,900	Series B Shares
PT Asuransi Jiwasraya (Pesero) Tbk - Saham Seri B	913,172,000	--	913,172,000	91,317,200,000	PT Asuransi Jiwasraya (Pesero) Tbk - Series B Share
Masyarakat - Saham Seri B	1,519,362,336	--	1,519,362,336	151,936,233,600	Public - Series B Share
Jumlah Modal Ditempatkan dan Disetor Penuh	9,932,534,336	--	9,932,534,336	993,253,433,600	Total Issued And Fully Paid Up Capital
Jumlah Saham Dalam Portapel	20,067,465,664	--	20,067,465,664	2,006,746,566,400	Total Share in Portfolio

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Berdasarkan surat Nomor
47/DIR/AJIFG/K/INV/I/2022 tanggal 11 Januari
2022. PT Asuransi Jiwa IFG telah menerima
transfer aset berupa kepemilikan saham atas
PT Asuransi Jiwasraya (Persero) sebesar
913.172.000 lembar.

Berdasarkan RUPS Luar Biasa tanggal
14 Maret 2013, yang diaktakan dengan Akta
Notaris Fathiah Helmi, S.H., No. 20 tanggal
14 Maret 2013 mengenai Perubahan Anggaran
Dasar Perusahaan, Modal Dasar dan
Modal Ditempatkan Perusahaan mengalami
peningkatan menjadi masing-masing sebesar
Rp3.000.000.000 dan Rp750.000.000 dengan
rincian sebagai berikut:

1. Modal dasar Perusahaan semula sejumlah
Rp2.560.000.000 terbagi atas 2.560.000
saham dengan nilai nominal sebesar
Rp1.000, menjadi Rp3.000.000.000 terbagi
atas 30.000.000.000 lembar saham yang
terdiri atas satu saham Seri A Dwiwarna
dan 29.999.999.999 saham biasa Seri B
dengan nilai masing-masing nominal
sebesar Rp100.
2. Modal dasar tersebut telah ditempatkan
dan diambil bagian oleh Negara Republik
Indonesia sebanyak 7.500.000.000 lembar
saham atau seluruhnya sebesar
Rp750.000.000 terbagi atas 7.500.000.000
lembar saham yang terdiri atas satu saham
Seri A Dwiwarna dan 7.499.999.999
saham biasa Seri B dengan nilai masing-
masing nominal sebesar Rp100.
3. Setiap modal saham yang ditempatkan
tersebut diatas, atau seluruhnya berjumlah
Rp750.000.000 telah disetor penuh oleh
Negara Republik Indonesia (pemegang
saham) dengan cara sebagai berikut:
 - Sebesar Rp60.414.000 merupakan
setoran modal lama sesuai dengan
akta No. 4 tanggal 13 Juni 2008 yang
dibuat dihadapan Notaris Rumonda
Kesuma Lubis, S.H., yang telah
memperoleh pengesahan Menteri
Hukum dan Hak Asasi Manusia
Republik Indonesia
No.AHU-50057.AH.01.02 tahun 2008.
 - Sebesar Rp979.432 berasal dari
kapitalisasi cadangan penyertaan
modal Pemerintah.
 - Sebesar Rp579.585.020.568 berasal
dari kapitalisasi laba ditahan sampai
dengan tanggal 31 Desember 2011.
 - Sebesar Rp110.000.000 berasal dari
kapitalisasi laba ditahan sampai
dengan tanggal 31 Desember 2012.

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Based on letter Number
47/DIR/AJIFG/K/INV/I/2022 dated January 11,
2022. PT Asuransi Jiwa IFG has received an
asset transfer in the form of share ownership of
PT Asuransi Jiwasraya (Persero) amounting to
913,172,000 shares.

Based on the General Meeting of
Shareholders-Extraordinary on March 14, 2013
that covered by Notarial Deed Fathiah Helmi,
S.H, No. 20 dated March 14, 2013, related to
the changes of the Article of Association, the
Company's Authorized Capital and Issued and
Fully Paid up Capital has been increased,
becoming Rp3,000,000,000 and
Rp750,000,000 with details are as follows:

1. The authorized capital of the Company
was originally amounting to
Rp2,560,000,000 divided into 2,560,000
shares, amounting to Rp1,000 to be
Rp3,000,000,000 divided into
30,000,000,000 shares consist of one
Series A Dwiwarna Share and
29,999,999,999 Series B Shares with each
nominal value of Rp100.
2. Capital had been placed and taken part by
the Republic of Indonesia as many as
7,500,000,000 shares or a total of
Rp750,000,000 divided into 7,500,000,000
shares consist of one Series A Dwiwarna
Share and 7,499,999,999 Series B Shares
with each nominal value of Rp100.
3. Each of above allocated share capital, or
the whole is totally amounting
Rp750,000,000 have been fully paid by of
the Republic of Indonesia (shareholders) in
the following way:
 - Amounting to Rp60,414,000 a capital
contribution in accordance with the
Deed No. 4 dated June 13, 2008,
made before Notary Rumonda
Kesuma Lubis, S.H., which has been
approved by the Minister of Law and
Human Rights of the Republic of
Indonesia No.AHU-50057.AH.01.02 in
2008.
 - Amounting Rp979,432 sources from
the reserve capitalization of
government capital equity.
 - Amounting of Rp579,585,020,568 from
capitalization of retained earnings as
of December 31, 2011.
 - Amounting of Rp110,000,000 derived
from capitalization of retained earnings
as of December 31, 2012.

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24. Tambahan Modal Disetor

Tambahan modal disetor Perusahaan pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

Tambahan Modal Disetor/Additional Paid in Capital			
	31 Desember 2020/ December 31, 2020	Penambahan/ Addition	31 Desember 2021/ December 31, 2021
Agio Saham	1,312,128,287	--	1,312,128,287
Biaya Emisi Efek Ekuitas	(41,521,502)	--	(41,521,502)
Bersih	1,270,606,785	--	1,270,606,785
			Net

Pada tahun 2018, Perusahaan telah melakukan penawaran saham Program MESOP Tahap Pertama *Windows Exercise I* melalui pencatatan di Bursa Efek Indonesia sebanyak 7.737.053 saham. Saham yang telah terbit pada *Windows Exercise I* adalah sebanyak 7.737.053 lembar saham dengan harga nominal Rp2.990 per lembar saham. Hasil Penjualan adalah Rp23.907.494, Perusahaan mencatat modal saham Rp773.705 dan jumlah tambahan modal disetor sebesar Rp23.133.788.

Additional paid in capital of the Company as of December 31, 2021 and 2020 are as followed:

On 2018, the Company represent to offered shares of the MESOP Program of First Phase Windows Exercise I through the listing of the Indonesia Stock Exchange of 7,737,053 shares. Shares that have been issued in Windows Exercise I is 7,737,053 shares with nominal price of Rp2,990 per share. Result of the offering Rp23,907,494, Rp773,705 is share capital and Rp23,133,788 is additional paid in capital.

25. Penggunaan Saldo Laba

Berdasarkan Rapat Umum Pemegang Saham tanggal 27 Mei 2021 dan 5 Agustus 2020, pemegang saham menyetujui pembagian laba bersih sebagai berikut:

	2021 Rp	2020 Rp	
Dividen Pemerintah Republik Indonesia	--	4,650,521	<i>Dividend of the Government of the Republic of Indonesia</i>
Dividen Publik	--	1,508,340	<i>Public Dividend</i>
Cadangan	15,626,534	23,913,478	<i>Reserve</i>
Total	15,626,534	30,072,339	Total

Penggunaan saldo laba yang belum dicadangkan pada tanggal 31 Desember 2021 dan 2020 berdasarkan Rapat Umum Pemegang Saham tanggal 27 Mei 2021 dan 5 Agustus 2020 masing-masing sebesar Rp15.626.534 dan Rp23.913.478, yang diaktakan dengan akta notaris Fathiah Helmi, S.H., No. 24 tanggal 27 Mei 2021 dan No. 02 tanggal 5 Agustus 2020.

Based on the Shareholders General Meeting dated May 27, 2021 and August 5, 2020, the Shareholders agreed to distributed net profit as follows:

The allocation of unappropriated retained earnings as of December 31, 2021 and 2020, based on the Shareholders General Meeting dated May 27, 2021 and August 5, 2020 amounting Rp15,626,534 and Rp23,913,478 respectively, notarized by Fathiah Helmi, S.H., No. 24 dated May 27, 2021 and No. 02 dated Augusts, 2020.

26. Kepentingan Nonpengendali

- a. Kepentingan nonpengendali atas ekuitas entitas anak

	2021 Rp	2020 Rp
PT Baturaja Multi Usaha	36,537	35,016
Total	36,537	35,016

- b. Bagian laba (rugi) yang diatribusikan kepada kepentingan nonpengendali

	2021 Rp	2020 Rp
PT Baturaja Multi Usaha	1,511	(2,901)
Total	1,511	(2,901)

26. Non-Controlling Interests

- a. Non-controlling interests in equity of subsidiary

PT Baturaja Multi Usaha
Total

- b. Profit (loss) attributable to non-controlling interests

PT Baturaja Multi Usaha
Total

27. Pendapatan

	2021 Rp	2020 Rp
Penjualan pada Pihak Ketiga		
Penjualan Semen Bungkus	1,560,718,350	1,473,506,830
Penjualan Semen Curah	151,923,486	223,035,543
Jasa Pengangkutan	4,730,799	2,707,092
Penjualan Terak	3,213,146	--
Penjualan Mortar	44,818	--
Lain-Lain	163,539	3,033,765
Subtotal	1,720,794,137	1,702,283,230
Penjualan pada Pihak Berelasi (catatan 36.k)		
Penjualan Semen Curah		
PT Wijaya Karya Beton Tbk	177,497	--
Subtotal	177,497	--
Penjualan White Clay		
PT Pupuk Sriwijaya	30,614,135	19,623,920
Total	1,751,585,770	1,721,907,150

Sales to Third Parties
Sales of Bagging Cement
Sales of Bulk Cement
Transportation Services
Sales of Clinker
Sales of Mortar
Others
Subtotal

Sales to Related Parties (Note 36.k)
Sales of Bulk Cement
PT Wijaya Karya Beton
Subtotal

Sales of White Clay
PT Pupuk Sriwijaya
Total

Penjualan lain-lain merupakan pendapatan entitas anak yang terdiri dari penjualan barang umum seperti penjualan bata ringan, pipa, dan asbes.

Other sales represent revenues of subsidiary consisting general goods sales such as light bricks, pipes, and asbes.

Rincian penjualan yang melebihi 5% dari jumlah penjualan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

Details of distributors who supplied more than 5% of selling for the years ended December 31, 2021 and 2020 are as follows:

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	2021 Rp	2020 Rp	
CV Serasan Sekundang Mandiri	155,336,820	149,071,667	CV Serasan Sekundang Mandiri
PT Tunas Surya Bumindo	153,038,159	--	PT Tunas Surya Bumindo
PT Samudra Panca Jaya	142,927,203	--	PT Samudra Panca Jaya
PT Matra Agung Persada	128,033,629	166,112,342	PT Matra Agung Persada
PT Sumber Niaga	100,681,776	21,935,534	PT Sumber Niaga
Total	680,017,586	337,119,543	Total
% dari Total Penjualan	39.71%	19.87%	% of Total Sales

Pada tahun 2021, Perusahaan baru memulai melakukan penjualan atas Terak dan Mortar.

In 2021, The Company has begun its sales of Clinker and Mortar.

28. Beban Pokok Penjualan

28. Cost Of Goods Sold

	2021 Rp	2020 Rp	
Bahan Bakar & Listrik	334,094,777	279,480,097	Fuel & Electricity
Bahan Baku & Penolong	219,602,889	258,966,101	Raw Material and Supplies
Depresiasi dan Amortisasi	151,698,638	140,667,753	Depreciation and Amortization
Tenaga Kerja	108,430,644	100,491,796	Labor Costs
Pabrikasi Lainnya	177,213,975	180,173,495	Other Manufacture Expenses
Subtotal	991,040,923	959,779,242	Subtotal
Persediaan Barang Dalam Proses			Work in Process
Persediaan Awal	38,920,913	67,862,845	Beginning Balance
Persediaan Akhir	(43,363,949)	(38,920,913)	Ending Balance
Beban Pokok Produksi	986,597,887	988,721,174	Cost of Goods Manufacture
Persediaan Barang Jadi			Finished Goods
Persediaan Awal	26,206,809	39,234,995	Beginning Balance
Persediaan Akhir	(35,489,458)	(26,206,809)	Ending Balance
Beban Pokok Penjualan	977,315,238	1,001,749,360	Cost of Goods Sold

Rincian pemasok yang melebihi 10% dari jumlah pembelian untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

Details of suppliers who supplied more than 10% of purchasing for the of years ended December 31, 2021 and 2020 are as follows:

	2021 Rp	2020 Rp	
PT Perusahaan Listrik Negara (Persero)	180,955,509	166,419,303	PT Perusahaan Listrik Negara (Persero)
PT Bukit Asam (Persero) Tbk	121,858,961	111,278,518	PT Bukit Asam (Persero) Tbk
Total	302,814,470	277,697,821	Total
% dari Jumlah Pembelian	29.85%	25.85%	% of Total Purchase

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29. Beban Penjualan

29. Selling Expenses

	2021 Rp	2020 Rp	
Pengangkutan dan Distribusi	227,194,133	236,155,286	Freight and Distribution
Gaji, Upah dan Tunjangan	39,596,762	28,949,321	Salaries, Wages and Allowances
Penyusutan dan Amortisasi	33,628,130	35,118,542	Depreciation and Amortization
Jasa Profesional	6,439,112	8,523,397	Professional Services
Promosi	3,201,040	3,467,489	Promotion
Beban Pemeliharaan	785,596	852,253	Maintenance Expenses
Perjalanan Dinas	510,534	1,625,207	Business Trip
Telekomunikasi dan Alat Tulis Kantor	354,160	312,794	Telecommunication and Stationery
Sewa	321,800	46,870	Rent
Keamanan	121,651	97,191	Security
Lain-lain	884,466	276,997	Others
Total	313,037,384	315,425,347	Total

Beban penjualan lain lain merupakan beban jamuan tamu, jamuan rapat, dan biaya koordinasi lainnya.

Other selling expenses represents dining expenses, meeting expenses, and other coordination costs.

30. Beban Umum dan Administrasi

30. General and Administrative Expenses

	2021 Rp	2020 Rp	
Gaji, Upah dan Tunjangan	116,542,974	113,633,439	Salaries, Wages and Allowance
Jasa Profesional	30,123,885	31,749,745	Professional Fee
Penyusutan dan Amortisasi	26,738,734	25,510,754	Depreciation and Amortization
Denda Pajak, Asuransi dan Sewa	13,226,770	21,006,166	Taxes Penalty, Insurance and Rent
Telekomunikasi dan Koordinasi	7,480,497	7,409,341	Telecommunication and Coordination
Beban Pemeliharaan	7,443,824	10,096,001	Maintenance
Perjalanan Dinas	5,110,411	5,962,778	Business Trip
Alat Tulis Kantor	4,341,354	3,263,274	Stationery
Listrik dan Air	3,589,503	7,549,942	Electricity and Water
Keamanan	3,448,169	2,767,745	Security
Rapat Dinas	1,998,776	2,324,460	Meeting
Sumbangan	1,905,836	4,668,968	Donation
Diklat dan Pengadaan Pegawai	1,025,937	1,883,824	Training and Recruitment
Pembinaan Jasmani dan Rohani	770,258	1,053,279	Mental and Physical Development
Penelitian dan Pengembangan	675,357	2,070,433	Research and Development
Lain-lain	3,769,157	3,722,985	Others
Total	228,191,442	244,673,134	Total

Beban umum dan administrasi - lainnya, antara lain merupakan beban kebutuhan rumah tangga, kebutuhan mess, langganan TV Kabel dan pengiriman dokumen.

General and administrative - other expenses, represent household needs, guesthouse, cable TV and document delivery.

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31. Pendapatan (Beban) Operasi Lainnya

	2021 Rp	2020 Rp
Pendapatan Jasa Pengelolaan Limbah B3	10,250,964	29,934,980
Pendapatan (Beban) Lainnya	1,929,252	3,921,312
Pendapatan Klaim dan Denda	1,685,585	26,233,958
Beban Operasi Lainnya	(12,142,384)	(4,426,391)
Laba (Rugi) Selisih Kurs Transaksi	(454,274)	(563,394)
Total	1,269,143	55,100,465

Beban operasi lainnya merupakan beban atas pencadangan penurunan nilai piutang denda (Catatan 13), penyisihan nilai persediaan dan lain-lain.

31. Others Operating Income (Expense)

<i>Income From B3 Waste Management Services</i>
<i>Other Revenue (Expenses)</i>
<i>Claim Revenue and Penalties</i>
<i>Others Operating Expenses</i>
<i>Gain (Losses) from Foreign Exchange Rate Transactions</i>
Total

Other operating expenses represent expenses for allowance for impairment of pinalty receivables (Note 13), allowance for impairment of inventory and others.

32. Pendapatan Keuangan

	2021 Rp	2020 Rp
Pendapatan Bunga Deposito	11,130,872	2,505,620
Pendapatan Jasa Giro	3,267,452	2,581,804
Total	14,398,324	5,087,424

<i>Interest Income from Deposits</i>
<i>Income on Current Accounts</i>
Total

33. Beban Keuangan

	2021 Rp	2020 Rp
Beban Bunga Kredit Investasi	154,755,556	108,033,487
Beban Bunga Sewa	10,485,386	16,459,671
Beban Bunga Lainnya	9,614,067	21,598,997
Beban Bunga Pinjaman MTN	5,500,000	36,000,000
Beban Bunga Kredit Modal Kerja	--	1,687,441
Total	180,355,009	183,779,596

Beban bunga lainnya adalah beban bunga atas fasilitas kredit dari PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk dan PT Bank Negara Indonesia (Persero) Tbk. Beban bunga sewa merupakan beban bunga sewa pembiayaan entitas anak untuk pengadaan armada angkutan dan penerapan PSAK 73.

33. Financial Expense

<i>Interest Expense of Investment Credit</i>
<i>Financial Lease Interest</i>
<i>Other Interest Expenses</i>
<i>Interest Expense of Medium Term Note</i>
<i>Working Capital Interest Expenses</i>
Total

Other Interest Expense represents interest on credit facilities obtained from PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk and PT Bank Negara Indonesia (Persero) Tbk. The lease interest expense represents interest expense on finance leases of subsidiary for the procurement of transportation fleets and implementation of PSAK 73.

34. Penghasilan Komprehensif Lain

	2021 Rp	2020 Rp
Keuntungan (Kerugian) Aktuaria Program Imbalan Kerja	8,382,832	(12,553,977)
Pajak Penghasilan Terkait	(1,844,223)	2,761,875
Total	6,538,609	(9,792,102)

<i>Actuarial Gain (Loss) Employee Benefits Plans</i>
<i>Related Income Tax</i>
Total

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Merupakan keuntungan (kerugian) aktuarial
program imbalan kerja pensiun dan pesangon.

Represent gain (loss) the actuarial of pension
and retirement benefits program.

35. Laba Per Saham

35. Earnings Per Share

	2021 Rp	2020 Rp	
Laba yang dapat Diatribusikan Kepada Pemilik Entitas Induk untuk Perhitungan Laba Per Saham Dasar (Dinyatakan Rupiah Penuh)	51,815,792,563	10,984,573,616	Profit Attributable to the Equity Holders of Parent Entity for Calculation of Basic Earnings Per Share (in Full Amount)
Jumlah Rata-Rata Tertimbang Saham Biasa untuk Perhitungan Laba Per Saham Dasar (Satuan Penuh)	9,932,534,336	9,932,534,336	Weight Average Number of Ordinary Shares for the Computation of Basic Earnings Per Share
Laba Bersih Per Saham (Rupiah Penuh)	5	1	Net Profit Per Share (Full Amount)

Perusahaan tidak menghitung laba per saham
dilusi karena Perusahaan tidak mempunyai
efek berpotensi dilusi.

The Company did not calculate diluted
earnings per share because there was no
identified effect or dilutive potential ordinary
share.

36. Transaksi Dengan Pihak Berelasi

36. Transaction with Related Parties

Di bawah ini adalah ikhtisar saldo-saldo dan
jumlah-jumlah transaksi dengan pihak berelasi:

Below are the summary of balance and
transactions with related parties:

	2021 Rp	2020 Rp	
a. Kas dan Setara Kas			a. Cash and Cash Equivalents
Kas di Bank			Cash in Bank
PT Bank Negara Indonesia (Persero) Tbk Rupiah	62,551,866	57,271,370	PT Bank Negara Indonesia (Persero) Tbk Rupiah
Dolar Amerika Serikat	299,962	296,435	United States Dollars
PT Bank Mandiri (Persero) Tbk Rupiah	44,018,478	31,058,799	PT Bank Mandiri (Persero) Tbk Rupiah
Dolar Amerika Serikat	925	5,146	United States Dollars
PT Bank Rakyat Indonesia (Persero) Tbk Rupiah	2,985,581	820,081	PT Bank Rakyat Indonesia (Persero) Tbk Rupiah
PT Bank Syariah Indonesia Tbk (d/h PT Bank Syariah Mandiri, PT Bank BRI Syariah)	1,292,598	7,010,279	PT Bank Syariah Indonesia Tbk (h/j PT Bank Syariah Mandiri, PT Bank BRI Syariah)
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	216,920	214,258	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	26,119	--	PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung
Total	111,392,449	96,676,368	Total
Persentase terhadap Jumlah Aset	1.91%	1.69%	Percentage to Total Assets

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b. Deposito Berjangka		
PT Bank Rakyat Indonesia (Persero) Tbk	175,000,000	10,000,000
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	70,000,000	123,000,000
PT Bank Negara Indonesia (Persero) Tbk	20,000,000	50,000,000
PT Bank Syariah Indonesia Tbk	30,000,000	30,000,000
Total	295,000,000	213,000,000
Persentase terhadap Jumlah Aset	5.05%	3.71%
c. Piutang Usaha		
PT Pupuk Sriwijaya	4,774,632	3,413,636
PT Wahana Raharja	2,927,597	3,127,597
PT Varia Usaha Beton	266,716	366,716
PT Wijaya Karya Beton Tbk	--	174,036
Total	7,968,945	7,081,985
Persentase terhadap Jumlah Aset	0.14%	0.12%
d. Piutang Lain-Lain		
PT Bukit Asam Tbk	--	2,221,353
PT Perusahaan Listrik Negara (Persero)	--	12,747
PT Pupuk Sriwidjaja Palembang	--	4,921
Total	--	2,239,021
Persentase terhadap Jumlah Aset	0.00%	0.04%
e. Aset Keuangan Lancar Lainnya		
PT Bank Rakyat Indonesia (Persero) Tbk	119,041	6,575
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	99,141	443,366
PT Bank Syariah Indonesia Tbk	50,904	23,987
PT Bank Negara Indonesia (Persero) Tbk	17,769	19,203
PT Bank Mandiri (Persero) Tbk	133	169
Total	286,988	493,300
Persentase terhadap Jumlah Aset	0.00%	0.01%
f. Aset Tidak Lancar Lainnya		
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	22,810,149	19,914,512
PT Bank Mandiri (Persero) Tbk	99,885	443,885
PT Bank Negara Indonesia (Persero) Tbk	50,000	50,000
Total	22,960,034	20,408,397
Persentase terhadap Jumlah Aset	0.39%	0.00%
g. Biaya Dibayar di Muka		
Asuransi		
PT BRI Life	1,053,730	102,080
PT Asuransi Jasa Indonesia (Persero)	785,982	760,312
PT Asuransi Jiwasraya (Persero)	--	1,769,774
Subtotal	1,839,712	2,632,166
Total	1,839,712	2,632,166
Persentase terhadap Jumlah Aset	0.03%	0.05%
h. Uang Jaminan		
PT Perusahaan Listrik Negara (Persero)	17,861,760	17,752,500
Persentase terhadap Jumlah Aset	0.31%	0.31%

b. Time Deposits	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	
PT Bank Negara Indonesia (Persero) Tbk	
PT Bank Syariah Indonesia Tbk	
Total	
Percentage to Total Assets	
c. Trade Receivables	
PT Pupuk Sriwijaya	
PT Wahana Raharja	
PT Varia Usaha Beton	
PT Wijaya Karya Beton Tbk	
Total	
Percentage to Total Assets	
d. Other Receivables	
PT Bukit Asam Tbk	
PT Perusahaan Listrik Negara (Persero)	
PT Pupuk Sriwidjaja Palembang	
Total	
Percentage to Total Assets	
e. Other Financial Current Assets	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	
PT Bank Syariah Indonesia Tbk	
PT Bank Negara Indonesia (Persero) Tbk	
PT Bank Mandiri (Persero) Tbk	
Total	
Percentage to Total Assets	
f. Other Non Current Assets	
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	
PT Bank Mandiri (Persero) Tbk	
PT Bank Negara Indonesia	
Total	
Percentage to Total Assets	
g. Accrued Expenses	
Insurance	
PT BRI Life	
PT Asuransi Jasa Indonesia (Persero)	
PT Asuransi Jiwasraya (Persero)	
Subtotal	
Total	
Percentage to Total Assets	
h. Guarantee	
PT Perusahaan Listrik Negara (Persero)	
Percentage to Total Assets	

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i. Utang Usaha		
PT Bukit Asam Tbk	32,180,322	3,690,969
PT Pos Logistik	27,931,440	24,418,549
PT Kereta Api Indonesia (Persero)	5,693,338	2,072,283
PT Baturaja Daya Insani	5,274,949	7,869,767
PT Petrokimia Gresik	4,273,366	2,064,345
PT Dahana	3,923,500	3,949,549
PT Kereta Api Logistik	2,810,561	4,323,704
PT Semen Indonesia Distributor	2,738,934	2,557,433
PT Pasoka Sumber Karya	2,691,006	2,292,349
PT Industri Kemasan Semen Gresik	904,360	7,335,160
PT Pelabuhan Tanjung Priok	639,165	343,911
PT Telekomunikasi Indonesia (Persero) Tbk	525,319	645,581
DPLK BNI	238,256	370,289
PT Indonesia Comnets Plus	195,320	--
PT Surveyor Indonesia (Persero)	131,570	159,965
PT Sucofindo (Persero)	87,100	396,690
PT Sigma Cipta Caraka	75,555	--
PT Telemedia Dinamika Sarana	69,300	--
Koperasi Karyawan Semen Baturaja	16,057	--
PT Pertamina Bina Medika	1,890	--
PT Semen Indonesia International	--	209,748
PT Wijaya Karya Beton Tbk	--	33,016
PT Perusahaan Perdagangan Indonesia (Persero)	--	28,776
PT Pertamina Patra Niaga	--	1,392,923
Total	90,401,309	64,214,407
Persentase terhadap Jumlah Liabilitas	3.82%	1.12%
j. Liabilitas Jangka Pendek Lainnya		
PT Asuransi Jiwasraya	59,963	--
PT Bio Farma (Persero)	26,374	--
PT Asuransi Jasa Indonesia (Persero)	3,809	59,400
PT Asuransi Kredit Indonesia	878	--
Total	91,024	59,400
Persentase terhadap Jumlah Liabilitas	0.00%	0.00%
k. Beban Akruai		
PT Perusahaan Listrik Negara (Persero)	17,835,752	16,688,765
PT Bank Negara Indonesia (Persero) Tbk	7,814,123	12,447,658
PT Kereta Api Indonesia (Persero)	2,850,203	--
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	1,845,585	917,708
PT Asuransi Jiwa IFG	1,824,480	--
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	1,380,645	688,281
PT Bank Pembangunan Daerah Bengkulu	460,215	458,854
PT Bank Pembangunan Daerah Maluku Maluku	460,215	458,854
Total	34,471,218	31,660,120
Persentase terhadap Jumlah Liabilitas	1.45%	0.55%

i. Trade Payables
PT Bukit Asam Tbk
PT Pos Logistik
PT Kereta Api Indonesia (Persero)
PT Baturaja Daya Insani
PT Petrokimia Gresik
PT Dahana
PT Kereta Api Logistik
PT Semen Indonesia Distributor
PT Pasoka Sumber Karya
PT Industri Kemasan Semen Gresik
PT Pelabuhan Tanjung Priok
PT Telekomunikasi Indonesia (Persero) Tbk
DPLK BNI
PT Indonesia Comnets Plus
PT Surveyor Indonesia (Persero)
PT Sucofindo (Persero)
PT Sigma Cipta Caraka
PT Telemedia Dinamika Sarana
Koperasi Karyawan Semen Baturaja
PT Pertamina Bina Medika
PT Semen Indonesia International
PT Wijaya Karya Beton Tbk
PT Perusahaan Perdagangan Indonesia (Persero)
PT Pertamina Patra Niaga
Total
Percentage to Total Liabilities
j. Other Current Liabilities
PT Asuransi Jiwasraya
PT Bio Farma (Persero)
PT Asuransi Jasa Indonesia (Persero)
PT Asuransi Kredit Indonesia
Total
Percentage to Total Liabilities
k. Accrued Expenses
PT Perusahaan Listrik Negara (Persero)
PT Bank Negara Indonesia (Persero) Tbk
PT Kereta Api Indonesia (Persero)
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
PT Asuransi Jiwa IFG
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung
PT Bank Pembangunan Daerah Bengkulu
PT Bank Pembangunan Daerah Maluku Maluku
Total
Percentage to Total Liabilities

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	2021 Rp	2020 Rp
I. Penjualan		
PT Pupuk Sriwijaya (White Clay)	30,614,135	19,623,920
PT Wijaya Karya Beton	177,497	--
Total	30,791,632	19,623,920
Persentase terhadap Jumlah Penjualan	0.53%	0.34%
m. Jasa		
PT Baturaja Daya Insani	5,274,949	41,082,646
PT Dahana	3,923,500	13,232,057
PT Pelabuhan Tanjung Priok	639,165	1,686,184
PT Telekomunikasi Indonesia	525,319	3,338,963
PT Surveyor Indonesia	131,570	226,160
PT Sucofindo (Persero)	64,900	74,900
PT Sucofindo Cabang Palembang	22,200	294,200
PT Asuransi Jasa Indonesia	3,809	13,326,511
Subtotal	10,585,412	73,261,621
Pembelian Bahan Baku dan Penunjang		
PT Bukit Asam Tbk	121,858,961	26,672,831
PT Petrokimia Gresik	8,395,154	12,794,099
PT Industri Kemasan Semen Gresik	5,934,000	8,280,000
PT Semen Indonesia Distributor	3,458,861	3,203,081
PT Pertamina Patra Niaga	--	672,000
PT Semen Indonesia International	--	79,450
Subtotal	139,646,976	51,701,461
Biaya Angkutan Material		
PT Pos Logistik	87,390,487	49,065,536
PT Kereta Api Indonesia (Persero)	18,463,186	6,078,302
PT Pasoka Sumber Karya	15,852,202	1,484,495
PT Kereta Api Logistik	15,340,200	58,989,048
Subtotal	137,046,075	115,617,381
Pembelian Logam Mulia		
PT Aneka Tambang (Persero)	--	1,158,046
Subtotal	--	1,158,046
Pembelian Listrik		
PT Perusahaan Listrik Negara (Persero)	180,955,509	190,978,858
Subtotal	180,955,509	190,978,858
Total	468,233,972	432,717,367
Persentase terhadap Total Jumlah Pembelian	46.15%	43.20%
n. Pendapatan Jasa		
Pengelolaan Limbah		
PT Bukit Asam Tbk.	1,422,417	4,826,573
PT Perusahaan Listrik Negara	1,044,000	2,536,492
PT Pupuk Sriwijaya	--	225,827
Total	2,466,417	7,588,892
Persentase terhadap Jumlah Penjualan	24.06%	25.35%

I. Sales	
PT Pupuk Sriwijaya (White Clay)	
PT Wijaya Karya Beton	
Total	
Percentage to Total Sales	
m. Service	
PT Baturaja Daya Insani	
PT Dahana	
PT Pelabuhan Tanjung Priok	
PT Telekomunikasi Indonesia	
PT Surveyor Indonesia	
PT Sucofindo (Persero)	
PT Sucofindo Cabang Palembang	
PT Asuransi Jasa Indonesia	
Subtotal	
Purchase of Raw Material and Supplies	
PT Bukit Asam Tbk	
PT Petrokimia Gresik	
PT Industri Kemasan Semen Gresik	
PT Semen Indonesia Distributor	
PT Pertamina Patra Niaga	
PT Semen Indonesia International	
Subtotal	
Transportation Expenses for Material	
PT Pos Logistik	
PT Kereta Api Indonesia (Persero)	
PT Pasoka Sumber Karya	
PT Kereta Api Logistik	
Subtotal	
Purchase of Fine Gold	
PT Aneka Tambang (Persero)	
Subtotal	
Electricity Purchase	
PT Perusahaan Listrik Negara (Persero)	
Subtotal	
Total	
Percentage to Total Purchase	
n. Waste Management Service Income	
PT Bukit Asam Tbk.	
PT Perusahaan Listrik Negara	
PT Pupuk Sriwijaya	
Total	
Percentage to Total Sales	

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Rincian sifat hubungan dan jenis transaksi yang material dengan pihak berelasi adalah sebagai berikut:

The details of nature and type of transaction with the related parties are as follow:

Pihak yang Berelasi/Related Parties	Sifat Berelasi / Nature of Relation	Transaksi Berelasi/ Transaction of Relation
PT Amarta Karya (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa konstruksi/ <i>Purchase of construction</i>
PT Aneka Tambang Tbk	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian bahan baku / <i>Purchase of raw material</i>
PT Asuransi Jasa Indonesia (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa asuransi / <i>Purchase of Insurance</i>
PT Asuransi Jiwa Brigin Jiwa Sejahtera	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa asuransi / <i>Purchase of Insurance</i>
PT Asuransi Jiwasraya (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa asuransi / <i>Purchase of Insurance</i>
PT Banda Ghara Rekso (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa angkutan / <i>Purchase of freight</i> Manajemen Logistik / <i>Logistics Management</i>
PT Bank Mandiri (Persero) Tbk	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Penerimaan pinjaman / <i>Loan facility</i> Penempatan dana / <i>Placement of fund</i>
PT Bank Negara Indonesia (Persero) Tbk	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Penempatan dana / <i>Placement of fund</i> Penerimaan pinjaman / <i>Loan facility</i>
PT Bank Rakyat Indonesia (Persero) Tbk	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Penempatan dana / <i>Placement of fund</i>
PT Bukit Asam Tbk	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian bahan bakar / <i>Purchase of fuel</i>
PT Dahana (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian bahan baku / <i>Purchase of raw material</i>
PT Garuda Indonesia (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa angkutan / <i>Purchase of freight</i>
PT Kebomas Mitra Abadi	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian bahan baku / <i>Purchase of raw material</i>
PT Kereta Api Indonesia (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa angkutan / <i>Railway service</i> Sewa Tanah / <i>Land Rent</i>
PT Kereta Api Logistik	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa angkutan / <i>Purchase of freight</i>
PT Pasoka Sumber Karya	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa angkutan / <i>Purchase of freight</i>
PT Pelabuhan Tanjung Priok	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa angkutan / <i>Purchase of freight</i>
PT Pertamina (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian bahan bakar / <i>Purchase of coal</i>
PT Pertamina Patra Niaga	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian bahan bakar / <i>Purchase of coal</i>
PT Perusahaan Listrik Negara (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian energi listrik / <i>Purchase of electricity</i>
PT Perusahaan Perdagangan Indonesia (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Penjualan semen / <i>Sales of cement</i>
PT Petrokimia Gresik	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian bahan baku / <i>Purchase of raw material</i>
PT Pos Logistik	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa angkutan/ <i>Purchase of freight</i>
PT Priamanaya Energi	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pengelolaan limbah / <i>Waste management</i>
PT Semen Indonesia Distributor	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian bahan baku / <i>Purchase of clinker</i>

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Pihak yang Berelasi/Related Parties	Sifat Berelasi / Nature of Relation	Transaksi Berelasi/ Transaction of Relation
PT Semen Tonasa	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian bahan baku / <i>Purchase of raw material</i>
PT Sucofindo (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa Surveyor / <i>Purchase of Surveyor</i>
PT Surveyor Indonesia (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa Surveyor / <i>Purchase of Surveyor</i>
PT Telekomunikasi Indonesia (Persero)	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa komunikasi / <i>Purchase of communication</i>
PT United Tractors Semen Gresik	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa Peledakan / <i>Mining Blasting Service</i>
PT Varia Usaha Beton	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Penjualan semen / <i>Sales of cement</i>
PT Wijaya Karya Beton	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa/ <i>Purchase of service</i>
DPLK BNI	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa asuransi / <i>Purchase of Insurance</i>
Sinergi Informatika Semen	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa IT/ <i>Purchase of IT service</i>
PT Indonesia Comnets Plus	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa IT/ <i>Purchase of IT service</i>
PT Sigma Cipta Caraka	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa IT/ <i>Purchase of IT service</i>
Telemedia Dinamika Sarana	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pembelian jasa IT/ <i>Purchase of IT service</i>
PT Bukit Pembangkit Innovative	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pengelolaan limbah / <i>Waste management</i>
PT Pupuk Sriwidjaya Palembang	Perusahaan di bawah entitas pengendali/ <i>Entities under common control</i>	Pengelolaan limbah / <i>Waste management</i>

37. Perikatan Yang Signifikan

37. Significant Commitments

Komitmen Pengelolaan Limbah

PT Pupuk Sriwidjaya Palembang

PT Pupuk Sriwidjaya Palembang dan Perusahaan pada tanggal 18 Maret 2021, melakukan kontrak kerjasama pengelolaan limbah. Jumlah limbah yang diserahkan secara bertahap kepada Perusahaan adalah sebesar 3000 (tiga ribu) ton per tahun dan di evaluasi setiap 6 (enam) bulan. PT Pupuk Sriwidjaya Palembang bersedia memberikan biaya kompensasi sebesar Rp175.000 (dalam rupiah penuh) per ton sebagaimana tertuang dalam kontrak No HK.00.08/071.B/202 yang berlaku sejak 23 Maret 2021 sampai dengan 22 Maret 2022.

Waste Management Commitment

PT Pupuk Sriwidjaya Palembang

PT Pupuk Sriwidjaya Palembang and the Company on March 18, 2021, entered into a waste management cooperation contract. The amount of waste that is gradually submitted to the Company is 3000 (three thousand) tons per year and is evaluated every 6 (six) months. PT Pupuk Sriwidjaya Palembang is willing to provide a compensation fee of Rp175,000 (in fully rupiah) per tonne as stated in the contract No. HK.00.08/071.B/202 which is in effect since March 23, 2021 to March 22, 2022.

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Komitmen Pembelian Hammer

PT Evindo Lestari

Pada tanggal 01 Juli 2021, Perusahaan dan PT Evindo Lestari sepakat untuk menandatangani kontrak perjanjian pembelian hammer, sebagaimana tertuang dalam kontrak No. HK.01.11/078/2021 terhitung mulai pada tanggal 20 Januari 2021 sampai dengan 19 Juli 2021. Dimana Perusahaan membuat transaksi sebesar Rp1.945.320.000 (dalam rupiah penuh) dengan rincian, Hammer sinoma ZGMN18CR2 dengan biaya Rp1.575.000.000 (dalam rupiah penuh).

Grate Plate Sinoma S=85 MM, Grate Plate (1) S=85 MM dengan biaya Rp124.560.000 (dalam rupiah penuh), Grate Plate S=105 MM dengan biaya Rp245.760.000 (dalam rupiah penuh). Penyerahan barang terhitung sejak tanggal 20 Januari 2021 sampai dengan 19 Juli 2021. Pembayaran dilakukan 90 (Sembilan puluh) hari setelah diserahkannya dokumen penagihan.

Komitmen Pembuatan Silo

PT Lampung Andalas S & E

PT Lampung Andalas S & E dan Perusahaan sepakat melakukan perikatan untuk pembuatan silo mini kapasitas 80 ton semen pada 20 Mei 2021 dengan perjanjian nomor: HK.01.17/059/2021. PT Lampung Andalas menerima pekerjaan berupa jasa pembuatan silo mini kapasitas 80 ton sebanyak 5 (lima) unit, dengan ruang lingkup meliputi:

1. Pembuatan desain silo mini dengan struktur rangka dari silo mini kapasitas 80 ton semen (*engineering*)
2. Pengadaan material terkait pembuatan silo mini dan struktur rangka
3. Semua material *consumable*
4. Pekerjaan fabrikasi *steel silo* (*shell, cone, cover, dll*)
5. Pekerjaan fabrikasi struktur rangka silo mini.
6. Pekerjaan fabrikasi jalur pengisian material semen ke *steel silo* (pipa inlet)
7. Pekerjaan fabrikasi *handrall* dan *stair*
8. Pekerjaan *mining* (jika ada)
9. Pekerjaan pembuatan logo dan teks (sesuai permintaan dan arahan pihak pertama)
10. Pekerjaan *setting, fit up* maupun *assembling* terkait pekerjaan pabrikasi

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Purchase of Hammer Commitments

PT Evindo Lestari

On July 1, 2021, the Company and PT Evindo Lestari agreed to sign a hammer purchase agreement, as stated in contract No. HK.01.11/078/2021 commencing on January 20, 2021 until July 19, 2021. Where the Company made a transaction of Rp1,945,320,000 (in fully rupiah) with details, Hammer sinoma ZGMN18CR2 at a cost of Rp1,575,000,000 (in fully rupiah).

Grate Plate Sinoma S=85 MM, Grate Plate(1) S=85 MM at a cost of Rp124.560,000 (in fully amount), Grate Plate S = 105 MM at a cost of Rp245,760,000 (in fully rupiah). Delivery of goods is from January 20, 2021 until July 19, 2021. Payment is made 90 (Ninety) days after submission of billing documents.

Silo Making Commitment

PT Lampung Andalas S & E

PT Lampung Andalas S & E and the Company agreed to enter into an agreement to manufacture mini silos with a capacity of 80 tons of cement on 20 May 2021 with agreement number: HK.01.17/059/2021. PT Lampung Andalas received a job in the form of 5 (five) units of mini silos with a capacity of 80 tons, with a scope including:

1. Designing a mini silo with a frame structure from a mini silo with a capacity of 80 tons of cement (*engineering*)
2. Procurement of materials related to manufacturing mini silo and frame structure
3. all materials are consumable
4. Steel silo fabrication work (*shell, cone, cover, etc.*)
5. Mini silo frame structure fabrication work.
6. Fabrication work for cement filling line to steel silo (inlet pipe)
7. Handrall and stair fabrication work
8. Mining work (if any)
9. Logo and text creation work (according to the request and direction of the first party)
10. Setting work, fit up and assembling related to manufacturing work

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11. Pekerjaan pengecatan dari semua pekerjaan yang dilakukan
12. Pekerjaan *handling* silo mini 80 ton ke truck trailer (sarana transport)
13. Pembuatan *grand schedule* terkait rencana dan realisasi pekerjaan
14. Menyampaikan laporan hasil pekerjaan (*progress*)
15. Memenuhi standard keselamatan dan kesehatan kerja (K3)
16. Pekerjaan *Finishing*. Total biaya pekerjaan yang dilakukan adalah sebesar Rp1.065.000.000 (dalam rupiah penuh) dengan jangka waktu pelaksanaan selama 75 (tujuh puluh lima) hari kalender.

Komitmen Pembelian Kantong Semen Bagor

PT Hardo Soloplast

PT Hardo Soloplast dan Perusahaan menandatangani perikatan jual beli kantong Semen Bagor PCC 1 ply 50 Kg dengan nomor perjanjian HK.01.23/133/2021 pada tanggal 15 Oktober 2021. Rincian barang yang disepakati yaitu 2.676.000 PC kantong. Harga satuan barang disepakati sebesar Rp2.300 (dalam rupiah penuh) per PC (*pieces*) dengan total transaksi sebesar Rp6.154.800.000 (dalam rupiah penuh). Waktu penyerahan barang terhitung sejak tanggal 18 Agustus 2021 sampai dengan tanggal 18 November 2021. Pembayaran dilakukan paling lambat 90 (Sembilan puluh) hari setelah diserahkannya dokumen penagihan.

Selanjutnya, pada tanggal 15 Oktober 2021, Perusahaan bersepakat untuk melakukan perjanjian jual beli dengan nomor perjanjian HK.01.23/135/2021 yang dimana harga satuan barang sebesar Rp2.325 per PC dengan total biaya sebesar Rp46.500.000.000 (dalam rupiah penuh) dimana harga belum termasuk PPN. Kedua pihak sepakat bahwa penyerahan barang terhitung sejak tanggal 13 September 2021 hingga tanggal 13 Maret 2023. Perjanjian berlaku sejak tanggal 13 September 2021 hingga batas akhir pelaksanaan.

Perjanjian Jual Beli No. HK.01.23/141/2021 tentang pembelian Kantong Semen Bagor PCC 1 Ply 50 Kg antara PT Semen Baturaja (Persero) Tbk dengan PT Hardo Soloplast pada tanggal 27 Oktober 2021. Harga barang sebesar Rp2.300/pc dengan total harga Rp4.600.000.000 (dalam rupiah penuh).

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11. *Painting work of all work carried out*
12. *Handling work of 80 ton mini silo to truck trailer (transport facility)*
13. *Handling work of 80 ton mini silos to truck trailers (transport facilities)*
14. *Creation of a grand schedule related to the plan and realization of work Submit a progress report*
15. *Meet occupational safety and health (K3) standards*
16. *Finishing work. The total cost of the work carried out is Rp1,065,000,000 (in fully rupiah) with a duration of 75 (seventy five) calendar days.*

Purchase of Bagor Cement Bags Commitment

PT Hardo Soloplast

PT Hardo Soloplast and the Company signed an agreement to buy and sell Semen Bagor PCC 1 ply 50 Kg bags with contract number HK.01.23/133/2021 on October 15, 2021. The details of the items agreed were 2,676,000 PC bags. The agreed unit price of goods is Rp2,300 (in fully rupiah) per PC (*pieces*) with a total transaction of Rp6,154,800,000 (in fully rupiah). until November 18, 2021. Payment is made no later than 90 (Ninety) days after submission of billing documents.

Furthermore, on October 15, 2021, the Company agreed to enter into a sale and purchase agreement with the agreement number HK.01.23/135/2021 in which the unit price of goods is Rp2,325 per PC with a total cost of Rp46,500,000,000 (in fully rupiah) where the price does not include VAT. Both parties agree that the delivery of the goods will start from September 13, 2021 until March 13, 2023. The agreement is valid from September 13, 2021 until the deadline for implementation

Sale and Purchase Agreement No. HK.01.23/141/2021 regarding the purchase of Bagor PCC 1 Ply 50 Kg Cement Bags between PT Semen Baturaja (Persero) Tbk and PT Hardo Soloplast on October 27, 2021. The price of goods is Rp2,300/pc with a total price of Rp4,600,000,000 (in fully

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Perjanjian ini berlaku sejak 1 September 2021
sampai dengan 1 November 2021.

PT Kerta Rajasa Raya

PT Kerta Rajasa Raya dan Perusahaan menandatangani perikatan dengan No. HK.01.23/142/2021 mengenai jual beli kantong Semen Bagor PCC 1 ply 50 Kg pada tanggal 27 Oktober 2021. Rincian barang yang disepakati yaitu 2.000.000 pc kantong. Harga satuan barang disepakati sebesar Rp2.300 (dalam rupiah penuh) per pc dengan total transaksi sebesar Rp4.600.000.000 (dalam rupiah penuh). Waktu penyerahan barang terhitung sejak tanggal 1 September 2021 sampai dengan tanggal 1 November 2021. Pembayaran dilakukan paling lambat 90 (sembilan puluh) hari setelah diteruskannya dokumen penagihan.

Komitmen Pembelian Biosolar

PT Syifa Berkah Makmur

PT Syifa Berkah Makmur dan Perusahaan menandatangani perikatan jual beli biosolar pada tanggal 15 Juni 2021 dengan perjanjian HK.01.10/072//2021. Barang yang terdapat di perjanjian berupa 120.000 liter biosolar, dengan spesifikasi biosolar industry, jenis angkatan truk tangki, dengan kondisi layak jalan dengan melampirkan MSDS (*Material Safety Data Sheet*). Harga barang yang disepakati sebesar Rp9.850/ Liter (dalam rupiah penuh) per liter dan belum termasuk PPN sebesar 10%. Perjanjian ini efektif mulai tanggal 26 April 2021 sampai dengan tanggal 15 Juni 2022.

PT Putra Laskar Merdeka

PT Putra Laskar Merdeka dan perusahaan menandatangani perikatan jual beli biosolar pada tanggal 10 Juni 2021 dengan perjanjian HK.01.10/070//2021. Barang yang terdapat di perjanjian berupa 280.000 liter biosolar, dengan spesifikasi biosolar industry, jenis angkatan truk tangki, dengan kondisi layak jalan dengan melampirkan MSDS (*Material Safety Data Sheet*). Harga barang yang disepakati sebesar Rp9.850/Liter (dalam ribuan penuh) per liter dan belum termasuk PPN sebesar 10%. Perjanjian ini efektif mulai tanggal 26 April 2021 sampai dengan tanggal 15 Juni 2022.

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*rupiah) This agreement is valid from
September 1, 2021 until November 1, 2021.*

PT Kerta Rajasa Raya

PT Kerta Rajasa Raya and the Company signed an agreement number HK.01.23/142/2021 regarding the sale and purchase of Semen Bagor PCC 1 ply 50 Kg bags on October 27, 2021. The details of the agreed items are 2,000,000 pc bags. The agreed unit price of goods is Rp2,300 (in fully rupiah) per PC (pieces) with a total transaction of Rp4,600,000,000 (in fully amount). The time for delivery of goods is calculated from September 1, 2021 until November 1, 2021. Payment is made no later than 90 (Ninety) days after submission of billing documents.

Purchase of Biosolar Commitment

PT Syifa Berkah Makmur

PT Syifa Berkah Makmur and the Company signed a biodiesel sale and purchase agreement on June 15, 2021 with agreement HK.01.10/072//2021. The goods contained in the agreement are 120,000 Liters of biodiesel, with industrial biodiesel specifications, type of tanker truck, with roadworthy conditions by attaching MSDS (Material Safety Data Sheet). The agreed price of goods is Rp9,850/liter (in fully rupiah) per liter and does not include VAT of 10%. This agreement is effective from April 26, 2021 until June 15, 2022.

PT Putra Laskar Merdeka

PT Putra Laskar Merdeka and the company signed a biodiesel sale and purchase agreement on June 10, 2021 with agreement HK.01.10/070//2021. The goods contained in the agreement are in the form of 280,000 liters of biodiesel, with industrial biodiesel specifications, type of tanker truck, with roadworthy conditions by attaching MSDS (Material Safety Data Sheet). The agreed price of goods is Rp9,850/liter (in fully rupiah) per liter and does not include VAT of 10%. This agreement is effective from April 26, 2021 until June 15, 2022.

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Komitmen Pembelian Lateritic Iron Concentrate

PT Sebuku Iron Lateritic Ores

PT Sebuku Iron Lateritic Ores dan Perusahaan melakukan perikatan perjanjian jual beli no HK.01.21/152/2021 barang yang dijual yaitu 10.000.000 Kg (sepuluh juta kilo) dengan spesifikasi kadar Fe2O3 min 65% dan kadar air (H2O) max 20%. Harga barang yang disepakati yaitu Rp437,5/KG dengan jangka waktu sejak tanggal 23 Agustus 2021 sampai dengan penyerahan barang sampai dengan 23 Februari 2022.

Komitmen Pembelian Kantong Big Bag OPC

PT Sami Surya Perkasa

PT Sami Surya Perkasa dan Perusahaan setuju melakukan perjanjian Jual Beli No HK.01.08/151/2021 tentang Pembelian Kantong Big Bag OPC Tipe I dan Tipe V antara PT Semen Baturaja (Persero) Tbk dengan PT Sami Surya Perkasa pada tanggal 3 November 2021, harga barang kantong Big Bag OPC Tipe I sebesar Rp76.680/piece (dalam rupiah penuh) dan kantong Big Bag OPC Tipe V Rp76.680/piece. Jangka waktu perjanjian ini adalah mulai 1 Oktober 2021 sampai dengan 1 Oktober 2022.

Komitmen Pengadaan Jasa Angkutan

a. PT Jasa Angkutan Sejahtera

Pada 1 September 2021, Perusahaan melakukan kontrak perjanjian dengan PT Jasa Angkutan Sejahtera dalam kontrak No. HK.01.15/131/2021 mengenai angkutan batubara via truk dari PT Bukit Asam (Persero) Tbk. ke PT Semen Baturaja (Persero) Tbk. (pabrik Baturaja atau PBR) dengan total biaya biaya Rp5.245.920.000 (dalam Rupiah penuh) dengan jangka waktu perjanjian sampai dengan 1 Januari 2022.

b. PT Richland Logistik Indonesia

Berdasarkan perjanjian No HK.01.15/251/2018, Perusahaan dan PT Richland Logistik Indonesia bersepakat dengan menandatangani kontrak perjanjian angkutan semen dari Pabrik Baturaja ke wilayah selatan dengan biaya angkutan per tahun sebesar Rp62.844.990.267 (dalam Rupiah penuh) dan total nilai perjanjian

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Purchase of Lateritic Iron Concentrate Commitment

PT Sebuku Iron Lateritic Ores

PT Sebuku Iron Lateritic Ores and the Company entered into a sale and purchase agreement no HK.01.21/152/2021 the goods sold were 10,000,000 Kg (ten million kilos) with specifications for Fe2O3 content min 65% and moisture content (H2O) max 20%. Price the agreed goods are Rp437.5/KG with a period from August 23, 2021 until the delivery of goods until February 23, 2022.

Purchase of Commitment to Purchase Big Bag Commitment

PT Sami Surya Perkasa

PT Sami Surya Perkasa and the Company agreed to enter into a Sale and Purchase agreement No. HK.01.08/151/2021 regarding the Purchase of Type I and Type V OPC Big Bags between PT Semen Baturaja (Persero) Tbk and PT Sami Surya Perkasa on November 3, 2021, the price the OPC Type I Big Bag bag is Rp76,680/piece and the V Type OPC Big Bag is Rp76,680/piece (in fully rupiah). The term of this agreement is from October 1, 2021 until October 1, 2022.

Transport Service Commitments

a. PT Jasa Angkutan Sejahtera

On September 1, 2021, the Company entered into an agreement contract with PT Jasa Angkutan Sejahtera in contract No. HK.01.15/131/2021 regarding coal transportation via trucks from PT Bukit Asam (Persero) Tbk. to PT Semen Baturaja (Persero) Tbk. (Baturaja or PBR factory) with a total fee of Rp5,245,920,000 (in fully rupiah) with a term of agreement until January 1, 2022.

b. PT Richland Logistik Indonesia

Based on the agreement No HK.01.15/251/2018, on conjunction of the Company and PT Richland Logistik Indonesia signed a contract agreement for cement transport from Baturaja plant to South area with the cost of cement transport of Rp62,844,990,267 (in fully Rupiah) for 1 years and total cost in contract agreement of Rp314,224,951,335

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Rp314.224.951.335 (dalam Rupiah penuh)
selama 5 tahun dengan jangka waktu dari
tanggal 1 November 2018 sampai dengan
31 Oktober 2023.

c. PT Pasoka Sumber Karya

Pada 16 September 2021 Perusahaan
melakukan kontrak perjanjian dengan
PT Pasoka Sumber Karya dalam kontrak
No. HK.01.15/115/2021 mengenai jasa
angkutan semen curah dari Pabrik
Baturaja ke Kota Palembang dengan
biaya Rp160.000 (dalam rupiah penuh)
per ton, dengan jangka waktu 6 (enam)
bulan terhitung sejak Berita Acara Mulai
Kerja.

**Komitmen Pembelian Jasa Annual
Technical Support SAP**

PT Electric Consulting

PT Electric Consulting melakukan kerja sama
dengan Perusahaan berdasarkan surat
perjanjian jasa Nomor: HK.00.08/021/2021,
Perusahaan memiliki perjanjian dengan
PT Electric Consulting yang berlaku sejak
tanggal 29 Desember 2020 untuk melakukan
jasa annual technical support SAP tahun 2021
dengan jangka waktu 12 bulan terhitung sejak
tanggal Berita Acara Mulai Kerja. Total biaya
pekerjaan yang telah disepakati sebesar
Rp1.298.500.000 (dalam rupiah penuh) yang
mana belum termasuk PPN 10%.

Perusahaan juga memiliki perjanjian
kerahasiaan dengan PT Electric Consulting
yang dibuat dan ditandatangani pada tanggal
27 Januari 2021 yang berlaku hingga akhir
tahun 2021 yang dimana mengacu pada
Perjanjian Jasa Nomor HK.00.08/021/2021
perihal Jasa Annual Technical Support SAP
Tahun 2021.

**Komitmen Pengelolaan Program Imbalan
PascaKerja**

PT Asuransi Jiwa IFG

Perusahaan memiliki perjanjian pengelolaan
program imbalan pasca kerja untuk karyawan
dan karyawan di bawah tahun 2007 dengan
PT Asuransi Jiwasraya (Persero) yang berlaku
sejak tanggal 1 Juli 2017 dengan premi awal
sebesar Rp11.612.426.474 (dalam Rupiah
penuh). Sedangkan untuk karyawan dan
karyawan tahun 2007 keatas diasuransikan ke
DPLK BNI.

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(in fully Rupiah) for 5 years and the period
of November 1, 2018 until October 31,
2023.

c. PT Pasoka Sumber Karya

On September 16, 2021, the Company
entered into a contract agreement with
PT Pasoka Sumber Karya under contract
No. HK.01.15/115/2021 regarding bulk
cement transportation services from
Baturaja Factory to Palembang City at a
cost of Rp160,000 (in fully rupiah) per
tonne, with a period of 6 (six) months from
the Minutes of Starting Work.

**Purchase Annual Technical Support SAP
Services Commitments**

PT Electric Consulting

PT Electric Consulting cooperates with the
Company based on the service agreement
letter Number: HK.00.08/021/2021, the
company has an agreement with PT Electric
Consulting which is valid since December 29,
2020 to provide annual SAP technical support
services in 2021 with a period of 12 months
starting from the date of the The Minutes of
Start of Work. The total agreed cost of work is
Rp1,298,500,000 (in fully rupiah) which does
not include 10% VAT.

The Company also has a confidentiality
agreement with PT Electric Consulting which
was made and signed on January 27,
2021, valid until the end of 2021 which refers to
the Service Agreement Number
HK.00.08/021/2021 regarding the Annual
Technical Support SAP Services in 2021.

**Management of Post-Employment Benefits
Program Commitments**

PT Asuransi Jiwa IFG

The Company has been agreement with
PT Asuransi Jiwasraya (Persero) to
Management of Post-Employment Benefits
Program Commitment for the Company
Employee within 2017 since July 1, 2017 with
an initial premium is Rp11,612,426,474 (in fully
Rupiah). While, employees up to 2007 to be
insurance to DPLK BNI.

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Komitmen Jasa Susun Semen

PT Sembaja Lampung

Pada tanggal 24 Mei 2021, Perusahaan berepakat menandatangani perjanjian kontrak dengan PT Sembaja Lampung untuk terkait jasa susun semen packer PPJ ke truk yang telah tertulis dalam surat perjanjian jasa nomor HK.01.22/064/2021. Biaya pekerjaan yang disepakati ialah sebesar Rp165 per zak dengan total biaya pekerjaan sebesar Rp983.868.600 (dalam rupiah penuh) belum termasuk PPN. Kedua pihak sepakat bahwa perjanjian berlaku untuk jangka waktu selama 12 bulan sesuai dengan Berita Acara Mulai Kerja dengan target pekerjaan sebanyak 5.962.840 zak. Perjanjian ini mulai berlaku sejak tanggal 6 April 2021 sampai dengan batas akhir pelaksanaan pekerjaan ditambah 50 hari kalender.

Selanjutnya pada tanggal 18 Juni 2021, Perusahaan bersepakat untuk mengadakan perjanjian jasa buruh semen di Emplasemen Pabrik Palembang sebagaimana yang tertuang dalam surat perjanjian jasa nomor HK.01.22/074/2021. Biaya pekerjaan yang disepakati oleh kedua pihak yaitu sebesar Rp587.764.800 (dalam rupiah penuh) dengan rincian biaya per zak sebesar Rp343 (dalam rupiah penuh) per zak belum termasuk PPN. Target pekerjaan yang telah ditentukan ialah 1.713.600 zak atau disesuaikan dengan kebutuhan perusahaan. Perjanjian ini berlaku untuk jangka waktu selama 12 bulan sesuai dengan Berita Acara Mulai Kerja. Perjanjian ini berlaku sejak tanggal 21 Mei 2021 sampai dengan 21 Mei 2022.

**Komitmen Jasa Pemantauan Lingkungan
PBR 1 dan PBR 2**

IPTD Laboratorium

Perjanjian Jasa no HK.01/23/150/2021 Tentang Jasa Pemantauan Lingkungan PBR 1 dan PBR 2 tahun 2021 antara PT Semen Baturaja (Persero) Tbk Dengan IPTD Laboratorium Lingkungan Dinas Lingkungan Hidup dan Pertanahan Prov Sumsel tanggal 2 November 2021 dengan biaya pekerjaan Rp661.620.000 (dalam rupiah penuh) jangka waktu 12 bulan terhitung mulai Berita Acara Mulai Kerja (BAST).

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Commitment to Cement Stacking Services

PT Sembaja Lampung

On May 24, 2021, the Company agreed to sign a contract agreement with PT Sembaja Lampung for stacking PPJ cement packers to trucks as written in the service agreement letter number HK.01.22/064/2021. The work cost is Rp165 per zak with a total work cost is Rp983,868,600 (in fully rupiah) excluding VAT. Both parties agree that the agreement is valid for a period of 12 months in accordance with the The Minutes of Start of Work with a work target of 5,962,840 zak. This agreement is valid from April 6, 2021 until the deadline for the execution of the work plus 50 calendar days.

Furthermore, on June 18, 2021, the Company agreed to signed an agreement for cement labor service at the Palembang Factory Emplacement as stated in the service agreement letter number HK.01.22/074/2021. The cost of the work agreed by both parties is Rp587,764,800 (in fully rupiah) with details of the cost per of Rp343 (in fully rupiah) per zak, not including VAT. The work target that has been determined is 1,713,600 zak or adjusted to the company's needs. This agreement is valid for a period of 12 months in accordance with the Minutes of Start of Work. This agreement is valid from May 21, 2021 until 21 May 2022

**PBR 1 and PBR 2 Environmental Monitoring
Services Commitment**

IPTD Laboratorium

Service Agreement no HK.01/23/150/2021 concerning Environmental Monitoring Services for PBR 1 and PBR 2 in 2021 between PT Semen Baturaja (Persero) Tbk and IPTD Environmental Laboratory of the Environment and Land Service of South Sumatra Province on November 2, 2021 with a work fee of Rp661,620,000 (in fully rupiah) for a period of 12 months starting from the Minutes of Starting Work (BAST).

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Konsesi Penambangan Batu Kapur

Pada tanggal 24 May 2019, Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Sumatera Selatan menetapkan Keputusan Nomor: 0346/DPMPTSP.V/V/2019 tentang Perubahan Atas Keputusan Bupati Ogan Komering Ulu Nomor 01/K/IUP-II.A3/XXVII/2010 Tentang Izin Usaha Pertambangan Operasi Produksi Batu Gamping Kepada PT Semen Baturaja (Persero) Tbk. Keputusan ini memberikan persetujuan perubahan peta izin usaha pertambangan operasi produksi kepada PT Semen Baturaja (Persero) Tbk dengan jangka waktu 20 tahun terhitung sejak berakhirnya izin usaha pertambangan operasi produksi PT Semen Baturaja (Persero) Tbk sebagaimana ditetapkan dengan Keputusan Bupati Ogan Komering Ulu Nomor 01/K/IUP II.A3/XXVII/2010 tanggal 23 Maret 2010.

Pada tanggal 28 Juli 2017 atas nama Gubernur Sumatera Selatan Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Sumatera Selatan mengesahkan Keputusan Gubernur Sumatera Selatan Nomor: 269/ DPMPTSP.V/VII/2017 tentang Persetujuan Peningkatan Izin Usaha Pertambangan Eksplorasi Menjadi Izin Usaha Pertambangan Operasi Produksi Batu Kapur Kepada PT Semen Baturaja (Persero) Tbk. Persetujuan diberikan atas komoditas batu kapur dengan lokasi penambangan di kecamatan Baturaja Barat, Kabupaten Ogan Komering Ulu, Provinsi Sumatera Selatan dengan jangka waktu tahap kegiatan konstruksi selama 2 Tahun dan kegiatan produksi selama 18 tahun.

a. PT Dahana (Persero)

Berdasarkan perjanjian No HK.00.08/206/2019, Perusahaan dan PT Dahana (Persero) bersepakat dengan menandatangani kontrak perjanjian peledakan batu kapur sebanyak 4.350.000 ton sebesar Rp30.450.000.000 (dalam Rupiah penuh) dengan rincian harga sebesar Rp7.000 per ton, dengan jangka waktu selama 3 (tiga) tahun dari tanggal 12 September 2019 sampai dengan 11 September 2022.

Pada tanggal 21 April 2019, Perusahaan dengan PT Dahana sesuai dengan perjanjian nomor: HK.00.08/075B/2019 mengenai Jasa Sewa Alat Bor dan Tenaga Ahli Peledakan Tambang BTA II.

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Limestone Mining Concession

On May 24, 2019, the Head of the South Sumatra Province One Stop Investment and Service Office issued Decree Number: 0346/DPMPTSP.V/V/2019 concerning Amendments to the Decree of the Regent of Ogan Komering Ulu Number 01/K/IUP-II.A3/XXVII/2010 concerning Limestone Production Operation Mining Business License to PT Semen Baturaja (Persero) Tbk. This decision gives approval for changes to the production operation mining business permit map to PT Semen Baturaja (Persero) Tbk for a period of 20 years from the expiration of the production operation mining business permit of PT Semen Baturaja (Persero) Tbk as stipulated by the Decree of the Regent of Ogan Komering Ulu Number 01/K/IUP II.A3/XXVII/2010 dated March 23, 2010.

On July 28, 2017 on behalf of the Governor of South Sumatra, the Head of the Office of Investment and One Stop Services of the Province of South Sumatra ratified the Decree of the Governor of South Sumatra Number: 269/ DPMPTSP.V/VII/2017 concerning Approval for Increasing Exploration Mining Business Permits to Operational Mining Business Permits Limestone Production To PT Semen Baturaja (Persero) Tbk. Approval was given for Limestone commodities with mining locations in Baturaja Barat sub-district, Ogan Komering Ulu Regency, South Sumatra Province with a construction activity period of 2 years and production activities for 18 years.

a. PT Dahana (Persero)

Based on the agreement No HK.00.08/206/2019, on conjunction of the Company and PT Dahana (Persero) signed a contract agreement for limestone blasting of 4,350,000 ton in the amount of Rp30,450,000,000 (in fully Rupiah) with a breakdown price of Rp7,000 per ton for 3 (three) years and the period of September 12, 2019 until September 11, 2022.

On April 21, 2019, the Company and PT Dahana in accordance with the agreement number: HK.00.08/075B/2019 regarding Drilling Equipment Rental Services and BTA II Mining Blasting

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Dengan total biaya sebesar Rp52.480.050.000 (dalam Rupiah penuh) atau sebesar Rp7.550 (dalam Rupiah penuh) per ton dengan volume sebanyak 6.951.000 ton batu kapur selama 3 tahun di mulai dari Berita Acara Mulai Kerja.

Berdasarkan Addendum I pada tanggal 31 Juli 2019 dengan penurunan harga menjadi Rp7.000 (dalam Rupiah penuh) per ton.

Pada tanggal 9 Maret 2020, Perusahaan berdasarkan Addendum II, tidak ada perubahan biaya, volume, serta waktu didalam perjanjian tersebut. Namun, hanya merubah kewajiban PT Dahana.

Pada tanggal 1 November 2019, Perusahaan dengan PT Dahana sesuai dengan perjanjian nomor : HK.00.08/206/2019 mengenai Jasa Pengeboran dan Peledakan Tambang Baturaja I. Dengan total biaya sebesar Rp30.150.000.000 (dalam Rupiah penuh) per ton atau sebesar Rp7.000 (dalam Rupiah penuh) per ton dengan total volume sebanyak 4.350.000 ton selama 3 tahun Berita Acara Mulai Kerja.

Pada tanggal 9 Maret 2020, Perusahaan dengan PT Adana berdasarkan Addendum I tidak ada perubahan biaya, volume, serta waktu didalam perjanjian tersebut. Namun, hanya merubah waktu kewajiban PT SMBR dan Dahana.

b. PT Ratri Sempana

Perusahaan mempunyai perjanjian dengan PT Ratri Sempana untuk jasa sewa alat *Wheel Loader* sebagaimana tertuang dalam perjanjian No.HK.02.06/006B/2017 dengan biaya Rp295.634/HM dengan jangka waktu selama 3 (tiga) tahun terhitung mulai tanggal 16 Januari 2017 sampai dengan 16 Januari 2020.

Pada tanggal 1 April 2020, Perusahaan dengan PT Ratri Sempana sesuai dengan perjanjian nomor: HK.02.06/067/2020 mengenai Jasa Sewa *Wheel Loader* di Pabrik Palembang dengan biaya Rp419.900 (dalam Rupiah penuh) per HM dengan total volume pekerjaan sebesar 8.460 HM selama 3 Tahun Berita Mulai Acara Kerja.

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Experts. With a total cost of Rp52,480,050,000 (in fully Rupiah) or Rp7,550 (in full Rupiah) per ton with a volume of 6,951,000 tons of limestone for 3 years, the minutes start of work

Based on Addendum I on July 31, 2019 with a reduction in price to Rp7,000 (in fully Rupiah) per ton.

On March 9, 2020, the Company based on Addendum II, there was no change in fees, volume and time in the agreement. However, it only changed PT Dahana's obligations.

On November 1, 2019, the Company and PT Dahana in accordance with the agreement number: HK.00.08/206/2019 regarding Baturaja I Mining Drilling and Blasting Services. With a total cost of Rp30,150,000,000 (in fully Rupiah) per ton or Rp7,000 (in fully Rupiah) per ton with a total volume of 4,350,000 tons for 3 years, The Minutes of Start of Work.

On March 9, 2020, the Company and PT Adana based on Addendum I there were no changes in fees, volumes and time in the agreement. However, it only changed the timing of PT SMBR and Dahana's obligations.

b. PT Ratri Sempana

The Company has a agreement with PT Ratri Sempana for Wheel Loader tools rent as stated in the agreement No. HK.02.06/006B/2017, with total cost of Rp295,634/HM, with 3 (three) years period of contract starting from January 16, 2017 to January 16, 2020.

On April 1, 2020, the Company and PT Ratri Sempana in accordance with the agreement number: HK.02.06/067/2020 regarding Wheel Loader Rental Services at the Palembang Factory at a cost of Rp419,900 (in fully Rupiah) per HM with a total work volume of 8,460 HM for 3 Years The Minutes of Start of Work.

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Pada tanggal 26 November 2020, berdasarkan Addendum I, Perusahaan dengan PT Ratri Sempana hanya mengubah pengawas pekerjaan saja.

c. PT Kosindo Supratama

Pada tanggal 22 Februari 2017, Perusahaan mempunyai perjanjian dengan PT Kosindo Supratama untuk Jasa Sewa Alat *Wheel Loader* dan *Vibro Compactor* di Pabrik Baturaja berdasarkan kontrak No. HK.02.06/088/2017 dengan harga sewa Alat *Wheel Loader* tipe WA 320 atau yang setara sebesar Rp420,000 (dalam Rupiah penuh) per HM, Alat *Wheel Loader* tipe WA 200 atau yang setara sebesar Rp380.000 (dalam Rupiah penuh) per HM dan Alat *Vibro Compactor* tipe CS 533E atau yang setara sebesar Rp340.000 (dalam Rupiah penuh) per HM dengan jangka waktu selama 36 (tiga puluh enam) bulan sejak 22 Februari 2017 sampai dengan 22 Februari 2020.

Pada tanggal 7 Januari 2019 Perusahaan mempunyai perjanjian dengan PT Kosindo Supratama untuk Jasa Sewa Alat *Excavator* dan *Bulldozer* di Pabrik Baturaja berdasarkan kontrak No. HK.02.06/004/2019 dengan harga sewa Alat *Excavator* atau yang setara sebesar Rp828.000 (dalam Rupiah penuh) per jam, dan Alat *Bulldozer* atau yang setara sebesar Rp830.095 (dalam Rupiah penuh) per jam dengan jangka waktu selama 36 (tiga puluh enam) bulan sejak 10 Januari 2019 sampai dengan 10 Januari 2022.

Pada tanggal 5 Desember 2019, terdapat addendum I atas perjanjian dengan nomor: HK.02.06/088/2017. Addendum ini merubah total jam kerja alat menjadi sebagai berikut: *wheel loader* setara WA 320 (WL-01) menjadi 21.500 HM, *wheel loader* setara WA 320 (WL-02) menjadi 21.450 HM dan *wheel loader* setara dengan WA 200 (WL-03) menjadi 12.750.

Selanjutnya pada tanggal 30 Maret 2020, Perusahaan dengan PT Kosindo Supratama berdasarkan perjanjian Nomor : HK.02.06/065/2020 mengenai Jasa sewa *wheel loader* di pabrik Baturaja I. Dengan total volume pekerjaan *wheel loader* (WL-

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On November 26, 2020, based on Addendum I, the Company and PT Ratri Sempana only changed the job supervisor.

c. PT Kosindo Supratama

On February 22, 2017, the Company has a agreement with PT Kosindo Supratama for *Vibro Compactor* and *Wheel Loader Heavy Equipment Rental Services* based on agreement No. HK.02.06/088/2017 with rents equipment type WA 320 *Wheel Loader* or the equivalent of Rp420,000 (in full Rupiah) per HM, Equipment *Wheel Loader* type WA 200 or equivalent of Rp380,000 (in fully Rupiah) per HM and *Vibro Compactor* tool type CS 533E or the equivalent of Rp340,000 (in fully Rupiah) per HM with a period of 36 (thirty six) months since February 22, 2017 until February 22, 2020.

On January 7, 2019 the Company has a agreement with PT Kosindo Supratama for *Excavator* and *Bulldozer Heavy Equipment Rental Services* based on agreement No. HK.02.06/004/2019 with rents equipment *Excavator* or the equivalent of Rp828,000 (in fully Rupiah) per hour, and *Bulldozer* or the equivalent of Rp830,095 (in fully Rupiah) per hour with a period of 36 (thirty six) months since January 10, 2019 until January 10, 2022.

On December 5, 2019, there was an addendum I to the agreement with number: HK.02.06/088/2017. This addendum changes the total working hours of the tools to be as follows: *wheel loader* equivalent to WA 320 (WL-01) to 21,500 HM, *wheel loader* equivalent to WA 320 (WL-02) to 21,450 HM and *wheel loader* equivalent to WA 200 (WL-03) to 12,750.

Furthermore, on March 30, 2020, the Company and PT Kosindo Supratama based on the agreement Number: HK.02.06/065/2020 regarding *wheel loader* rental services at the Baturaja I factory. With a total *wheel loader* work volume

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01) maksimum 6.000 HM dan *wheel loader* (WL-02) maksimum 6.000 HM dengan biaya untuk *wheel loader* (WL-01) sebesar Rp399.000 (dalam Rupiah penuh) dan *wheel loader* (WL-02) sebesar Rp399.000 (dalam Rupiah penuh) selama 2 tahun Berita Mulai Acara Kerja.

Pada tanggal 12 Oktober 2021, Perusahaan mempunyai perjanjian dengan PT Kosindo Supratama atas perjanjian dengan nomor: HK.02.06/132/2021 atas jasa sewa excavator dan bulldozer dengan harga sewa excavator sebesar Rp786.700 (dalam Rupiah penuh) per HM dan sewa bulldozer sebesar Rp788.500 (dalam Rupiah penuh) per HM dengan jangka waktu 2 bulan terhitung mulai tanggal berita acara Mulai Kerja. Perjanjian ini berlaku sejak 31 Agustus 2021 sampai dengan batas akhir pelaksanaan pekerjaan ditambah 50 (lima puluh) hari kalender.

d. PT Pembangunan Sarana Perkasa

Perusahaan mempunyai perjanjian dengan PT Pembangunan Sarana Perkasa untuk jasa sewa alat Surface Miner sebagaimana tertuang dalam perjanjian No.HK.02.06/144 F/2017 dengan biaya Rp7.437.500/HM atau Rp29.750/Ton (dalam Rupiah penuh) dengan jangka waktu selama 5 (lima) tahun terhitung mulai tanggal 17 April 2017 sampai dengan 6 Desember 2022.

Pada tanggal 25 Juni 2020 Perusahaan melakukan pembaharuan perjanjian pada addendum I dengan No: HK.02.06/133A/2020 atas Perjanjian No: HK.02.06/144F/2017 pada tanggal 6 Juni 2017, dengan isi mengenai merubah target produksi batu kapur menjadi 90.000 batu kapur per bulan atau minimal 540.000 ton batu kapur per enam bulan di tahun ketiga s.d. kelima.

Pada tanggal 25 Juni 2020 Perusahaan melakukan pembaharuan perjanjian pada addendum I dengan No: HK.02.06/133A/2020 atas Perjanjian No: HK.02.06/144F/2017 pada tanggal 6 Juni 2017, dengan isi mengenai merubah target produksi batu kapur menjadi 90.000 batu kapur per bulan atau minimal 540.000 ton batu kapur per enam bulan di tahun ketiga s.d. kelima.

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(WL-01) a maximum of 6,000 HM and *wheel loaders* (WL-02) a maximum of 6,000 HM with a cost for a *wheel loader* (WL-01) of Rp399,000 (in fully Rupiah) and a *wheel loader* (WL-02) of Rp399,000 (in full Rupiah) for 2 year. The Minutes of Start of Work.

On October 12, 2021, the Company has an agreement with PT Kosindo Supratama on an agreement with number: HK.02.06/132/2021 for excavator and bulldozer rental services at an excavator rental price of Rp786,700 (in fully Rupiah) per HM and bulldozer rental in the amount of Rp788,500 (in fully Rupiah) per HM with a period of 2 months starting from the date of the Minutes of Work Start. This agreement is valid from August 31, 2021 until the deadline for the execution of the work plus 50 (fifty) calendar days.

d. PT Pembangunan Sarana Perkasa

The Company has a agreement with PT Pembangunan Sarana Perkasa for Surface Miner tools rent as stated in the agreement No.HK.02.06/144 F/2017, with total cost of Rp7,437,500/HM or Rp29,750/Ton,(in fully Rupiah) with 5 (five) years period of contract starting from April 17, 2017 until December 6, 2022.

On June 25, 2020, the Company renewed the agreement in addendum I with No: HK.02.06/133A/2020 on Agreement No: HK.02.06/144F/2017 on June 6, 2017, with the contents regarding changing the limestone production target to 90,000 stones lime per month or at least 540,000 tonnes of limestone per six months in the third year to fifth year.

On June 25, 2020, the Company renewed the agreement in addendum I with No: HK.02.06/133A/2020 on Agreement No: HK.02.06/144F/2017 on June 6, 2017, with the contents regarding changing the limestone production target to 90,000 stones lime per month or at least 540,000 tonnes of limestone per six months in the third year to fifth year.

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e. PT Tirta Wandhira Utama

Perusahaan mempunyai perjanjian dengan PT Tirta Wandhira Utama untuk jasa sewa Alat Muat dan Angkut Batu Kapur, Clay dan Overburden Tambang Baturaja II sebagaimana tertuang dalam perjanjian No.HK.00.08/136/2019 dengan biaya Rp125.893.365.000 (dalam Rupiah penuh) dengan jangka waktu selama 3 (tiga) tahun terhitung mulai tanggal 1 Agustus 2019 sampai dengan 31 Juli 2022.

Komitmen Revitalisasi Drainase dan Emplacement

PT Alam Maju Jaya

Perusahaan bersepakat untuk melakukan perjanjian jasa revitalisasi drainase dan emplacement pabrik baturaja dengan PT Alam Maju Jaya yang tertulis dalam perjanjian jasa nomor HK.01.17/083/2021. Total biaya pekerjaan yang telah disepakati dalam perjanjian ini ialah sebesar Rp3.585.250.500 (dalam Rupiah penuh) belum termasuk PPN. Jangka waktu pelaksanaan pekerjaan adalah selama 240 hari kalender terhitung mulai tanggal berita acara mulai kerja. Perjanjian ini mulai berlaku sejak tanggal 4 Juni 2021 sampai dengan batas akhir pelaksanaan 30 Januari 2022.

Komitmen Pengadaan Jasa Sewa Tanah

a. PT Kereta Api Indonesia (Persero)

Perusahaan mempunyai perjanjian dengan PT Kereta Api Indonesia (Persero) untuk sewa tanah di Jalan Abikusno Cokrosuyoso, Kertapati, Palembang untuk pabrik semen dan kantor serta fasilitas lainnya sebagaimana tertuang dalam perjanjian no. HK.00.08/395/2012 untuk jangka waktu 30 tahun sejak tanggal 1 April 2012 s.d. 31 Maret 2042 dengan biaya per 3 tahun sebesar Rp6.011.662.138 (dalam Rupiah penuh).

b. PT Pelabuhan Indonesia II (Persero)

Perusahaan mempunyai perjanjian dengan PT Pelabuhan Indonesia II (Persero) untuk kerjasama penggunaan bagian-bagian tanah hak pengelolaan di Pelabuhan Panjang sebagaimana tertuang dalam perjanjian no. HK.00.08/007/2013 pada tanggal 7 Januari 2013. Dengan jangka waktu

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e. PT Tirta Wandhira Utama

The Company has a agreement with PT Tirta Wandhira Utama for he Load Tool Rental Services and Transportation Services for Limestone, Clay and Overburden rent as stated in the agreement No.HK.00.08/136/2019, with total cost of Rp125,893,365,000 (in fully Rupiah) with 3 (three) years period of contract starting from August 1, 2019 until July 31, 2022.

Commitment to Drainage Revitalization and Emplacement

PT Alam Maju Jaya

The company signed a service agreement for the drainage revitalization and emplacement of the Baturaja factory with PT Alam Maju Jaya which is written in the service agreement Number HK.01.17/083/2021. The total cost of work that has been agreed upon in this agreement is Rp3,585,250,500 (in fully Rupiah) excluding VAT. The period of execution of the work is 240 calendar days from the date of The Minutes of Start of Work. This agreement is effective from June 4, 2021 until the deadline for implementation January 30, 2022.

Land Rent Procurement Commitment

a. PT Kereta Api Indonesia (Persero)

The Company has an agreement with PT Kereta Api Indonesia (Persero) to lease land on Jalan Abikusno Cokrosuyoso, Kertapati, Palembang for a cement factory and offices and other facilities as stipulated in agreement no. HK.00.08 / 395/2012 for a period of 30 years from April 1, 2012 s.d. March 31, 2042 with a cost per 3 years of Rp6,011,662,138 (in fully Rupiah).

b. PT Pelabuhan Indonesia II (Persero)

The Company has an agreement with PT Pelabuhan Indonesia II (Persero) for cooperation in the use of parts of land under management rights at Panjang Port as stated in agreement no. HK.00.08/007/2013 on January 7, 2013. With the term of the agreement starting from January 1, 2013 to December 31, 2043 at

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perjanjian terhitung mulai tanggal 01 Januari 2013 sampai dengan 31 Desember 2043 dengan biaya Rp39.272 (dalam Rupiah penuh) per m² pertahun (untuk 01 Januari 2013 sampai dengan 31 Desember 2015), untuk 1 Januari 2016 sampai dengan 31 Desember 2043 menggunakan tarif berdasarkan besaran hasil perhitungan independent appraisal yang ditunjuk dan disepakati para pihak.

Komitmen Pengadaan Jasa Sewa Gedung

PT Prima Mustika Chandra

Perusahaan kembali melakukan perjanjian dengan PT Prima Mustika Chandra dengan No: HK.02.02/111/2013 dalam addendum pertama terhitung 1 Mei 2018 sampai 31 April 2019 dengan total biaya Rp1.402.500.000 (dalam Rupiah penuh).

Perusahaan kembali melakukan perjanjian dengan PT Prima Mustika Chandra untuk kerjasama penggunaan ruang kantor di Gedung Graha Irama lantai 9 Unit B & C Jl. H.R. Rasuna Said Blok X - Kav. 1 - 2 Jakarta 12950, dengan luas ruangan adalah ± 425 m2 yang telah dilengkapi dengan furniture dan sekat partisi sebagaimana tertuang dalam perjanjian dengan No: HK.02.02/293A/2018 terhitung 1 Mei 2019 sampai 30 April 2024 dengan total biaya Rp6.375.000.000 (dalam Rupiah penuh).

Komitmen Pengadaan Sewa Alat Berat

PT Bayu Agung Sinergi

Pada Tanggal 30 Juni 2021, Perusahaan bersepakat untuk melakukan perjanjian sewa alat berat backhoe loader dan dump truck dengan PT Bayu Agung Sinergi yang telah tercatat dalam surat perjanjian jasa nomor HK.02.06/077/2021. Total biaya pekerjaan ialah sebesar Rp3.850.200 (dalam Rupiah penuh) dengan rincian Backhoe Loader sebesar Rp396.000 (dalam Rupiah penuh) per HM dengan minimum 200 HM per bulan dan Dump Truck sebesar Rp27.750.000 (dalam Rupiah penuh) per bulan yang mana biaya tersebut belum termasuk PPN. Jangka waktu pekerjaan dilaksanakan selama 3 tahun terhitung mulai tanggal berita acara mulai kerja. Perjanjian ini berlaku sejak tanggal 10 Juni 2021 sampai 10 Juni 2024.

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a cost of Rp39,272 (in fully Rupiah) per sqm per year (for January 1, 2013 to December 31, 2015), for January 1, 2016 Until December 31, 2043, the rate will be used based on the calculated independent appraisal amount appointed and agreed by the parties.

Building Rent Procurement Commitment

PT Prima Mustika Chandra

The Company has a agreement with PT Prima Mustika Chandra in the agreement No. HK.02.02/111/2013 in first addendum starting from May 1, 2018 until April 31, 2019 amounted Rp1,402,500,000 (in fully Rupiah).

The Company has a agreement with PT Prima Mustika Chandra or cooperation use of office room in Graha Irama Building floor 9 unit B & C Jl. H.R. Rasuna Said Block X - Kav. 1 - 2 Jakarta 12950, with an area of ± 425 m2 with furniture and partition as stated in the agreement in the agreement No. HK.02.02/293A/2018 starting from May 1, 2019 until April 30, 2024 amounted Rp6,375,000,000 (in fully Rupiah).

Building Rent Procurement Commitment

PT Bayu Agung Sinergi

On June 30, 2021, the Company signed an agreement for backhoe loader and dump truck heavy rental with PT Bayu Agung Sinergi which has been recorded in the service agreement letter number HK.02.06/077/2021. The total cost is Rp3,850,200 (in fully Rupiah) with details of Backhoe Loader of Rp396,000 (in fully Rupiah) per HM with a minimum of 200 HM per month and Dump Truck of Rp27,750,000 (in fully Rupiah) per month not include VAT. The period of work is carried out for 3 years starting from the date of The Minutes of Start of Work. This agreement is valid from June 10, 2021 until June 10, 2024.

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Komitmen Pengadaan Jasa Pengamanan

a. PT Tantratriksna Maju Bersama

1. Perjanjian Nomor HK.00.08/107/2020 tanggal 19 Mei 2020 dengan jumlah personil sebanyak 218 orang dan CCTV sebanyak 66 Unit dengan total biaya Pekerjaan sebesar Rp25.825.000.000 (dalam Rupiah penuh) selama 24 bulan Berita Acara Mulai Kerja.
2. Addendum I Nomor HK.00.08/215B /2020 tanggal 09 November 2020 yang merubah Perjanjian Nomor HK.00.08/107/2020 tanggal 19 Mei 2020 yang merubah jumlah personil menjadi 202 orang dan merubah biaya pekerjaan sebesar Rp24.293.505.846 (dalam Rupiah penuh).

Komitmen Sewa Pembiayaan

a. PT Mandiri Tunas Finance

Entitas anak bersama dengan PT Mandiri Tunas Finance menandatangani kontrak perjanjian sewa barang modal. Atas perjanjian tersebut, Entitas anak telah melakukan pembiayaan untuk 118 unit kendaraan dengan total nilai Rp78.216.987.699 (dalam Rupiah penuh) dari PT Berlian Maju Motor, PT Gita Riau Makmur, dan PT Astra Internasional, Tbk. Masa sewa pembiayaan selama 48 bulan dengan suku bunga maksimal 9,39% sd 23% per tahun tetap. Sewa pembiayaan tersebut dijamin dengan simpanan jaminan sebesar Rp6.305.650.000 (dalam Rupiah penuh). Perjanjian sewa ini berakhir di Bulan Juni 2022.

b. PT Chandra Sakti Utama Leasing Finance

Entitas anak bersama dengan PT Chandra Sakti Utama Leasing Finance menandatangani kontrak perjanjian sewa barang modal. Atas perjanjian tersebut, Entitas anak telah melakukan untuk 10 unit kendaraan dengan total nilai sewa Rp9.880.000.000 (dalam Rupiah penuh) dari PT Patria Agung Sentosa. Masa sewa selama 48 bulan sejak 25 April 2018 dengan suku bunga maksimal 7,19% per tahun tetap. Perjanjian sewa ini berakhir di Bulan Juni 2022.

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Commitment of Security Procurement

a. PT Tantratriksna Maju Bersama

1. Agreement Number HK.00.08 /107/2020 dated May 19, 2020 with 218 personnel and 66 CCTV units with a total work cost of Rp25,825,000,000 (in fully Rupiah) for 24 months from The Minutes of Start of Work.
2. Addendum I Number HK.00.08/215B /2020 dated November 09, 2020 which amended Agreement Number HK.00.08/107/2020 dated May 19, 2020 which changed the number of personnel to 202 people and changed the work cost of Rp24,293,505,846 (in fully Rupiah).

Commitment of Financing Lease

a. PT Mandiri Tunas Finance

The Subsidiary has an agreement with PT Tunas Mandiri Finance as stated in the lease agreement on several capital goods. As for the agreement, the Subsidiary will have financing for 118 units vehicles with total value Rp78,216,987,699 (in fully Rupiah) from PT Berlian Maju Motor, PT Gita Riau Makmur, and PT Astra International, Tbk. The period of lease for 48 (fourty eight) months with maximum fixed interest rates 9.39% until 23% per annum. Lease pledged by the deposit guarantee amounting to Rp6,305,650,000 (in fully Rupiah). This agreement expire in June 2022.

b. PT Chandra Sakti Utama Leasing Finance

The Subsidiary has a agreement with PT Chandra Sakti Utama Leasing as stated in the lease agreement on several capital goods. As for the agreement, the Subsidiary will have lease for 10 units vehicles with total value Rp9,880,000,000 (in fully Rupiah) from PT Patria Agung Sentosa. The period of lease financing for 48 (fourty eight) months since April 2018 with maximum fixed interest rates 7.19% per annum. This agreement expire in June 2022

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Komitmen Bank

PT Bank Mandiri (Persero) Tbk

Pada tanggal 31 Desember 2021 dan 2020, Perusahaan melakukan perjanjian kredit dengan PT Bank Mandiri (Persero) Tbk yang terdiri dari:

a. Fasilitas Kredit Modal Kerja

Pinjaman ini merupakan fasilitas Kredit Modal Kerja yang diperoleh oleh Perusahaan dengan nilai maksimum plafond Rp25.000.000.000 (dalam Rupiah penuh) berdasarkan Perjanjian Kredit Modal Kerja No.KP-COCD/003/PK-MK/2001, Akta No. 1 tanggal 2 Maret 2001 dibuat di hadapan H. Azhar Alia S.H., Notaris di Jakarta, dengan tujuan penggunaan untuk modal kerja Industri Semen.

Berdasarkan Addendum Perjanjian kedua puluh dua tanggal 31 Mei 2021, nilai maksimum *plafond* berubah menjadi Rp5.000.000.000 (dalam Rupiah penuh) pinjaman dikenakan bunga sebesar 9,25% per tahun. Perjanjian ini berlaku sampai dengan 31 Mei 2022.

Pinjaman Kredit Modal Kerja tersebut dijamin dengan:

1. Persediaan, piutang dagang dan suku cadang diikat fidusia dengan total nilai pengikatan semula Rp110.124.472.420 (dalam Rupiah penuh) menjadi Rp216.000.000.000 (dalam Rupiah penuh). Dalam hal ini berupa seluruh piutang dagang serta persediaan yang ada dan akan ada (Catatan 5 dan 7).
2. Diikat secara joint collateral dan cross default dengan fasilitas NCL dan Invoice Financing.
 - Jaminan yang telah ada dan akan diserahkan tersebut, wajib diikat secara yuridis sempurna dan diasuransikan dengan *Banker's Clause* Bank Mandiri minimal sebesar nilai wajar yang *insurable* pada Perusahaan Asuransi rekanan Bank Mandiri
 - Biaya-biaya yang timbul sehubungan dengan pengikatan agunan dan penutupan asuransi tersebut menjadi beban.

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Bank Commitment

PT Bank Mandiri (Persero) Tbk

On December 31, 2021 and 2020, the Company conducted a credit agreement with PT Bank Mandiri (Persero) Tbk consisting of:

a. Working Capital Credit Facility

This loan is a Working Capital Credit facility obtained by the Company with a maximum ceiling value of Rp25,000,000,000 (in fully Rupiah) under the Working Capital Loan Agreement No.KP-COCD/003/PK-MK/2001, Deed No. 1 dated March 2, 2001 made in the presence of H. Azhar Alia S.H., Notary in Jakarta, with the aim of use for semen industry working capital.

Based on the Twenty-second Agreement Addendum dated May 31, 2021, the maximum ceiling value is changed to Rp5,000,000,000 (in fully Rupiah) the loan is subject to interest of 9.25% per year. This agreement is valid until May 31, 2022.

The Working Capital Loan is secured by:

1. Inventories, receivables and fiduciary-bound parts with a total original binding value of Rp110,124,472,420 (in full amount of Rupiah) to Rp216,000,000,000 (in full amount of Rupiah). In this case in the form of all accounts receivables and existing and existing supplies (Notes 5 and 7).
2. Tied on a joint collateral basis and cross default with NCL and Invoice Financing facilities
 - Existing guarantees and will be submitted, must be tied juridically perfectly and insured with Banker's Clause Bank Mandiri at least amounting to fair value insurable to Bank Mandiri partner Insurance Company.
 - Costs incurred in connection with the binding of collateral and closing of the insurance become a burden.

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b. Fasilitas Non Cash Loan

Pinjaman ini merupakan fasilitas *Non Cash Loan* yang diperoleh oleh Perusahaan dengan pagu maksimum Rp39.000.000.000 (dalam Rupiah penuh) berdasarkan Perjanjian Kredit Modal Kerja No. KP-COCD/01/PK-LC/2001, Akta No. 2 tanggal 2 Maret 2001 dibuat dihadapan H. Azhar Alia S.H., Notaris di Jakarta. Tujuan penggunaannya untuk pembukaan L/C Impor, SKBDN dan Bank Garansi untuk pengadaan bahan baku, bahan bakar, bahan pembantu dan spare part industri semen, terhitung sejak tanggal 2 Maret 2019 sampai dengan 31 Mei 2022. Provisi berdasarkan Addendum Perjanjian ketujuh belas tanggal 1 Maret 2018 dan Addendum keenam belas tanggal 1 Maret 2017, masing-masing sebesar 0,125% untuk penerbitan LC/SKBDN dan 1,50% untuk penerbitan Bank Garansi.

c. Perjanjian Mandiri Supplier Financing (MSF)

Pada tanggal 25 Februari 2019, Perusahaan melakukan perjanjian dengan PT Bank Mandiri (Persero) Tbk berdasarkan SPPK No. CBG.CB5/CSD.SPPK.005/2019 berkenaan dengan fasilitas *Mandiri Supplier Financing (MSF)* termasuk yang akan digunakan untuk membayar tagihan supplier secara without recourse yang telah direkomendasikan oleh entitas maksimal sesuai jangka waktu invoice yang telah ditetapkan entitas dan maksimal 90 hari sejak tanggal invoice. Limit transaksi sebesar Rp50.000.000.000 (dalam Rupiah penuh) Perusahaan menandatangani perjanjian addendum No. CBG.CB2/CSD.PKS.006/2021 pada tanggal 31 Mei 2021, dimana jangka waktu fasilitas diperpanjang hingga 31 Mei 2022.

d. Invoice Financing

Pinjaman ini merupakan fasilitas *Invoice Financing* yang diperoleh oleh Perusahaan dengan plafond maksimum Rp100.000.000.000 (dalam Rupiah penuh) berdasarkan Perjanjian *Invoice Financing* No. CBG.CB2/CSD.SPPK.057/2021 yang ditandatangani 28 Mei 2021 dengan jangka waktu fasilitas sejak 1 Juni 2021 sampai dengan 31 Mei 2022. Tujuan penggunaan fasilitas adalah untuk mempercepat penerimaan dana hasil penjualan SMBR kepada para pembeli yang ditentukan.

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b. Non Cash Loan Facility

This loan is a facility of *Non Cash Loan* obtained by the Company with a maximum ceiling of Rp39,000,000,000 (in fully Rupiah) Working Capital Loan Agreement No.KP-COCD/01/PK-LC/2001, Deed No. 2 dated March 2, 2001, made before H. Azhar Alia S.H., Notary in Jakarta. With the intended use for opening L/C Import, SKBDN and Bank Guarantee for the procurement of raw materials, fuel, supplies and spare part cement industry as of date March 2, 2019 until May 31, 2022. Provision under the Addendum seventeenth Agreement dated March 1, 2018 and the sixteenth Addendum March 1, 2017, amounting to 0.125% for the issuance of LC/SKBDN and 1.50% for the issuance of Bank Guarantees.

c. Mandiri Supplier Financing Agreement

On February 25, 2019, the Company entered into an agreement with PT Bank Mandiri (Persero) Tbk based on SPPK No. CBG.CB5/CSD.SPPK.005/2019 regarding *Mandiri Supplier Financing (MSF)* facilities including those that will be used to pay supplier bills without recourse which has been recommended by the entity, maximum according to the invoice period set by the entity and a maximum of 90 days from invoice date. Transaction limit of Rp50,000,000,000 (in fully Rupiah). The Company signed an addendum agreement No. CBG.CB2/CSD.PKS.006/2021 on May 31, 2021, whereby the term of the facility was extended until May 31, 2022.

d. Invoice Financing

This loan is an *Invoice Financing* facility obtained by the Company with a maximum ceiling of Rp100,000,000,000 (in fully Rupiah) under invoice financing agreement No. CBG. CB2/CSD. SPPK.057/2021 signed May 28, 2021 with a facility period from June 1, 2021 to May 31, 2022. The purpose of the use of the facility is to accelerate the receipt of smbr sales proceeds to specified buyers.

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Fasilitas Invoice Financing tersebut
dijamin dengan:

- a. Agunan yang dijamin oleh Perusahaan berlaku untuk seluruh fasilitas kredit yaitu persediaan dan piutang dagang diikat fidusia dengan total nilai pengikatan sebesar Rp216.000.000.000 (dalam Rupiah penuh), terdiri dari persediaan sebesar Rp142.000.000.000 (dalam Rupiah penuh) dan piutang sebesar Rp74.000.000.000 (dalam Rupiah penuh) (Catatan 19).
- b. Diikat secara *joint collateral* dan *cross default* dengan seluruh fasilitas kredit atas nama Perusahaan di Bank Mandiri serta wajib diserahkan dan diikat sesuai ketentuan perundangan yang berlaku. Biaya-biaya yang timbul sehubungan dengan pengikatan agunan menjadi beban SMBR.

PT Bank Negara Indonesia (Persero) Tbk

Fasilitas Kredit Modal Kerja

Pada tanggal 20 Mei 2016 telah dilakukan penandatanganan perjanjian Kredit Modal Kerja dari PT Bank Negara Indonesia (Persero) Tbk dengan pagu Rp100.000.000.000 (dalam Rupiah penuh) termasuk *Sub Limit Non Cash Loan* maksimum Rp25.000.000.000 (dalam Rupiah penuh) untuk pembukaan *L/C*.

Fasilitas tersebut disepakati berlaku selama satu tahun mulai dari tanggal akta notaris Fathiah Helmi No. 46 tanggal 20 Mei 2016 dengan bunga 9,25% per tahun.

Berdasarkan Surat Keputusan Kredit (SKK) No.BIN/3.2/140/R tanggal 10 Juni 2019 terdapat perubahan tarif bunga dari yang semula 9,25% menjadi 9,50%, Addendum Perjanjian ketiga tanggal 20 Mei 2019, pinjaman dikenakan bunga sebesar 9,25% per tahun, sedangkan tingkat bunga untuk tahun 2018, berdasarkan addendum Perjanjian ke dua tanggal 20 Mei 2018, dengan tingkat bunga sebesar 9,50%.

Pada tanggal 11 Mei 2021, Perusahaan menandatangani addendum perjanjian fasilitas kredit modal kerja dengan jangka waktu hingga 19 Mei 2022.

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The Invoice Financing facility is
guaranteed by:

- a. Collateral guaranteed by the Company applies to all credit facilities, namely inventory and trade receivables tied fiduciary with a total binding value of Rp216,000,000,000 (in fully Rupiah), consisting of supplies of Rp142,000,000,000 (in fully Rupiah) and receivables of Rp74,000,000,000 (in fully Rupiah) (Note 19).
- b. Tied in joint collateral and cross default with all credit facilities on behalf of the Company at Bank Mandiri and must be submitted and tied in accordance with applicable laws and regulations. Costs incurred in connection with the binding of collateral become the burden of SMBR.

PT Bank Negara Indonesia (Persero) Tbk

Working Capital Facilities

On May 20, 2016 has signed agreement of Working Capital facilities from PT Bank Negara Indonesia (Persero) Tbk with credit limited at Rp100,000,000,000 (in fully Rupiah) including Sub Limit Non Cash Loan up to Rp25,000,000,000 (in fully Rupiah) for *L/C*.

The facilities was agreed for one year starting from notarial deed date Fathiah Helmi, SH, No. 46 dated May 20, 2016 with 9.25% interest per annum.

Based on the SKK No. BIN/3.2/140/R. on June 10, 2019 there was changed interest rate from the 9.25% become 9.50%, third Addendum Agreement dated May 20, 2019, the loan bears interest at 9.25% per annum, while the interest rate for 2018, based on the addendum second Agreement dated May 20, 2018, with each interest rate of 9.50%.

On May 11, 2021 the Company signed addendum agreement working capita facilities with the term until May 19, 2022.

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PT Bank Rakyat Indonesia (Persero) Tbk

Fasilitas Kredit Jangka Pendek dan Supply Chain Financing Account Payable

Perusahaan menandatangani Perjanjian Addendum pada tanggal 1 November 2021 tentang perpanjangan jangka waktu Kredit Jangka Pendek dengan *plafond* sebesar Rp25.000.000.000 (dalam Rupiah penuh) berlaku sampai 18 Agustus 2022 dan Perpanjangan dan Suplesi atas Fasilitas Supply Chain Financing Account Payable (SCF AP) yang semula sebesar Rp15.000.000.000 (dalam Rupiah penuh) menjadi sebesar Rp30.000.000.000 (dalam Rupiah penuh) sampai 18 Agustus 2022.

PT Bank Rakyat Indonesia (Persero) Tbk

Short Term Credit Facility and Supply Chain Financing Account Payable

The Company signed the Addendum Agreement on November 1, 2021 on the extension of the Short Term Credit term with a ceiling of Rp25,000,000,000 (in fully Rupiah) valid until August 18, 2022 and the Extension and Suplesi of the Supply Chain Financing Account Payable Facility (SCF AP) which originally amounted to Rp15,000,000,000 (in fully Rupiah) to Rp30,000,000,000 (in fully Rupiah) until August 18, 2022.

38. Aset dan Liabilitas Moneter dalam Mata Uang Asing

38. Monetary Assets and Liabilities Denominated in Foreign Currency

		2021		
		Mata Uang Asing (Total Penuh)/ Foreign Currency (in Full Amount)	Dalam Ribuan Rupiah/ Equivalent in Thousand Rupiah	
		Mata Uang/ Currency	Nilai/ Amount	
Aset				Assets
Kas dan Setara Kas	USD	26,687	380,793	Cash and Equivalent Cash
Total Aset		26,687	380,793	Total Assets
Aset - Bersih		26,687	380,793	Assets - Net

39. Informasi Tambahan Laporan Arus Kas Konsolidasi

39. Additional Information of Consolidated Statement of Cash Flows

Informasi tambahan atas laporan kas yang berkaitan dengan aktivitas non kas sebagai berikut:

Supplementary information to the statement of cash flows relating to non cash activities as follows:

	2021 Rp	2020 Rp	
Aktivitas Investasi			Investing Activities
Perolehan Aset Tetap melalui kenaikan Utang lainnya dan Beban Akrua	11,557,911	1,519,475	Acquisition of Fixed Assets through increasing of Other Payables and Accrued Expenses
Perolehan Aset Tetap melalui reklasifikasi Persediaan	--	5,219,769	Acquisition of Fixed Assets through Reclassification of Inventory
Perolehan Aset dalam Pembangunan melalui kenaikan Utang lainnya dan Beban Akrua	9,308,849	20,549,147	Acquisition of Construction in Progress through increasing of Other Payables and Accrued Expenses
Perolehan Aset dalam Pembangunan melalui reklasifikasi Persediaan	--	242,950	Acquisition of Construction in Progress through Reclassification of Inventory
Perolehan Aset Tak Berwujud melalui kenaikan Utang lainnya dan Beban Akrua	4,334,072	100,033,204	Acquisition of Intangible Assets through increasing of Other Payables and Accrued Expenses
Perolehan Aset Tak Berwujud melalui reklasifikasi Persediaan	--	5,147,491	Acquisition of Intangible Assets through Reclassification of Inventory

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Rincian rekonsiliasi liabilitas untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut

Details of liabilities reconciliation for the years ended December 31, 2021 and 2020 are as follows:

		2021					
		Saldo Awal/ <i>Beginning Balance</i>	Arus Kas/ <i>Cash Flow</i>	Amortisasi/ <i>Amortization</i>	Saldo Akhir/ <i>Ending Balance</i>		
Utang Jangka Panjang		1,173,130,470	43,900,000	375,088,611	1,592,119,081	Long Term Debt	
Liabilitas Sewa		129,313,114	(33,675,693)	(4,051,891)	91,585,530	Lease Liabilities	
Jumlah		1,302,443,584	10,224,307	371,036,720	1,683,704,611	Total	

		2020						
		Saldo Awal/ <i>Beginning Balance</i>	Arus Kas/ <i>Cash Flow</i>	Amortisasi/ <i>Amortization</i>	Penyesuaian PSAK 73/ <i>Adjustment PSAK 73</i>	Saldo Akhir/ <i>Ending Balance</i>		
Utang Jangka Panjang		1,015,796,698	(18,583,117)	175,916,889	--	1,173,130,470	Long Term Debt	
Liabilitas Sewa		82,029,950	(50,238,672)	--	97,521,836	129,313,114	Lease Liabilities	
Jumlah		1,097,826,648	-68,821,789	175,916,889	97,521,836	1,302,443,584	Total	

40. Manajemen Risiko Keuangan

Nilai wajar dari pinjaman dari Bank serta utang bunga dan denda ditentukan dengan mendiskontokan arus kas masa datang menggunakan suku bunga yang berlaku dari transaksi pasar yang dapat diamati untuk instrumen dengan persyaratan, risiko kredit dan jatuh tempo yang sama.

Perusahaan berpengaruh terhadap risiko pasar, risiko kredit, dan risiko likuiditas. Manajemen menerapkan manajemen risiko atas risiko-risiko tersebut dengan melakukan evaluasi atas risiko keuangan dan kerangka pengelolaan risiko keuangan yang tepat untuk Perusahaan dan entitas anak. Pengelolaan resiko tersebut memberikan keyakinan kepada manajemen bahwa aktivitas keuangan dikelola secara pruden sesuai kebijakan dan prosedur yang tepat dan risiko keuangan diidentifikasi, diukur dan dikelola sesuai dengan kebijakan dan *risk appetite*.

Manajemen menerapkan kebijakan pengelolaan risiko-risiko sebagaimana dirangkum di bawah ini.

Risiko Pasar

Risiko pasar adalah risiko nilai wajar arus kas masa depan suatu instrumen keuangan akan berfluktuasi karena perubahan harga pasar. Harga pasar mengandung tiga tipe risiko: risiko tingkat suku bunga, risiko nilai tukar mata uang asing dan resiko harga. Instrumen keuangan yang terpengaruh oleh risiko pasar termasuk kas dan setara kas, piutang usaha, piutang lain-lain, utang usaha, utang lain-lain, utang jangka panjang, dan beban akrual.

40. Financial Risk Management

The fair values of loans from the Bank as well as accrued interest and penalties are determined by discounting the future cash flows using prevailing interest rate of observable market transactions for an instrument with the same requirements, credit risk and maturity.

The Company got influenced to market risk, credit risk and liquidity risk. Management applies risk management for such risks by evaluating the financial risks and the appropriate financial risk governance framework for the Company and subsidiary. Such risk management provides assurance to management that prudent financial activities are managed according to appropriate policies and procedures and financial risks are identified, measured and managed in accordance with policies and risk appetite.

The Management applies policies of managing these risks which is summarized below.

Market Risk

Market risk is the risk at fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market prices comprise three types of risk: interest rate risk, foreign currency risk, and price risk. Financial instruments affected by market risk included cash and cash equivalent, trade receivables, other receivables, trade payable, other payables, long-term payable, and accrued expenses.

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Risiko Nilai Tukar Mata Uang Asing

Risiko nilai tukar mata uang asing adalah risiko perubahan nilai wajar arus kas di masa datang dari suatu instrumen keuangan yang berfluktuasi sebagai akibat perubahan nilai tukar mata uang asing yang digunakan oleh Perusahaan. Eksposur Perusahaan terhadap fluktuasi nilai tukar terutama berasal dari utang pengadaan barang dan jasa dalam mata uang USD, serta kas dalam mata uang asing.

Eksposur risiko nilai tukar mata uang asing yang ada saat ini diungkapkan pada Catatan 38.

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat pertukaran mata uang asing terhadap Dolar Amerika Serikat, dengan asumsi variabel lain konstan, dampak terhadap laba sebelum beban pajak penghasilan konsolidasian sebagai berikut:

	2021 Rp	2020 Rp	
Dampak Terhadap Laba Sebelum Beban Pajak Penghasilan			Effect on Income Before Income Tax
Perubahan tingkat pertukaran terhadap USD (1%)	2,970	2,374	Change in exchange rate against Rupiah (1%)
Perubahan tingkat pertukaran terhadap USD (-1%)	(2,970)	(2,374)	Change in exchange rate against Rupiah (-1%)

Risiko Harga

Risiko harga adalah risiko fluktuasi nilai instrumen keuangan sebagai akibat perubahan harga pasar, terlepas dari apakah perubahan tersebut disebabkan oleh faktor-faktor spesifik dari instrumen individual atau penerbitnya atau faktor-faktor yang mempengaruhi seluruh instrument yang diperdagangkan di pasar.

Perusahaan terkena dampak risiko harga yang terutama diakibatkan oleh pembelian batu bara yang merupakan komponen utama biaya produksi. Harga batu bara tersebut dipengaruhi oleh beberapa faktor, antara lain permintaan, pasokan, nilai tukar, dan cuaca. Dampak risiko harga tersebut mengakibatkan kenaikan biaya produksi. Perusahaan tidak serta merta dapat mengalihkan kenaikan harga tersebut kepada pelanggannya.

Kebijakan Perusahaan untuk meminimalkan risiko yang berasal dari fluktuasi harga batu bara adalah antara lain dengan mengadakan kontrak pembelian yang berjangka waktu 12 (dua belas) bulan atau kurang dan pembelian secara bersama antara Perusahaan kepada pemasok agar mendapatkan harga yang menguntungkan.

Foreign Currency Risk

Foreign currency risk is a risk at fair value of future cash flows of a financial instrument fluctuates as a result of changes in foreign currency exchange rates used by the Company. Exposure of the Company against exchange rate fluctuations mainly derived from debt arise from the procurement of goods and services denominated in USD, as well as cash on USD currency.

The current exposure risk of the foreign currency is disclosed in Notes 38.

The following table demonstrate the sensitivity to a reasonably possible change in the foreign currency against the US Dollar with all other variable held constant, with the effect to the consolidated income before corporate income tax expense as follows:

Price Risk

Price risk is the fluctuate risk of a financial instrument value as a result of changes in market prices, whether those changes are caused by specific factors from the individual instrument or its factors affecting all instruments traded in the market.

The Company are effected by price risk that is mainly due to the purchase of coal which is the main component of production costs. The price of coal is influenced by several factors, including demand, supply, exchange rates, and weather. The impact of price risk caused the increasing of production costs. The Company may not directly shift these increasing price to its customers.

The Company policy to minimize risks arising from fluctuations in the price of coal is among other things entered into purchase contracts for a period of 12 (twelve) months or less and a joint purchase between the Company to suppliers in order to obtain favorable prices.

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Risiko Suku Bunga atas Arus Kas

Risiko suku bunga atas arus kas merupakan suatu risiko dimana arus kas masa datang suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar.

Saat ini, Perusahaan dan entitas anak tidak mempunyai kebijakan formal untuk lindung nilai atas risiko suku bunga. Kebijakan yang diambil oleh manajemen dalam mengantisipasi risiko suku bunga yaitu dengan mengevaluasi secara periodik perbandingan suku bunga tetap terhadap suku bunga mengambang sejalan dengan perubahan suku bunga yang relevan di pasar. Manajemen juga melakukan survei di perbankan untuk mendapatkan perkiraan mengenai suku bunga yang relevan.

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat suku bunga terhadap laba sebelum beban pajak penghasilan konsolidasian sebagai berikut:

	2021 Rp	2020 Rp
Dampak Terhadap Laba Sebelum Beban Pajak Penghasilan		
Perubahan tingkat pertukaran terhadap USD (1%)	12,429,184	13,478,144
Perubahan tingkat pertukaran terhadap USD (-1%)	(12,429,184)	(13,478,144)

Risiko Kredit

Risiko kredit adalah risiko kerugian yang dihadapi Perusahaan sebagai akibat wanprestasi dari pihak ketiga. Pihak ketiga yang dimaksud yaitu distributor dan pihak lawan yang gagal memenuhi kewajiban kontraktual mereka.

Kebijakan manajemen dalam mengantisipasi risiko kredit yang timbul dari distributor adalah sebagai berikut:

1. Perusahaan dan entitas anak hanya akan melakukan hubungan usaha dengan pihak ketiga yang diakui, kredibel dan bankable.
2. Mempunyai kebijakan untuk penjualan kredit dan semua pihak ketiga yang akan melakukan perdagangan secara kredit harus melalui prosedur verifikasi kredit.
3. Meminta kepada pihak ketiga yang akan melakukan perdagangan kredit dengan Perusahaan untuk memberikan jaminan berupa aset tetap, deposito berjangka atau bank garansi.
4. Memberikan batasan atau plafon kepada pihak ketiga yang akan melakukan perdagangan kredit dengan Perusahaan dan entitas anak sebesar jaminannya.

Cash Flows Interest Rate Risk

Interest rate risk on Cash flow represent a risk that the future cash flows of a financial instrument will fluctuate due to changes in market interest rate.

Currently, the Company and subsidiary do not have a formal policy to protect for interest rate exposures. Measures taken by management in anticipation of interest rate risk is to evaluate periodically comparing fixed rates to floating interest rates in line with relevant changes in interest rates in the market. Management also conducted a survey on banks to obtain an estimate of the relevant interest rate.

The following table demonstrate the sensitivity to a reasonably possible change in the interest rate to the consolidated income before corporate income tax expense as follows:

Effect on Income Before Income Tax
Change in exchange rate against Rupiah (1%)
Change in exchange rate against Rupiah (-1%)

Credit Risk

Credit risk is the loss risk that occurs in the Company as the result of defaulted from third parties. The third parties are referred to the distributors and counter parties that fail to fulfill their contractual obligations.

Management policies in anticipation of this credit risk arose from the distributors are as follows:

1. The Company and subsidiary will only conduct business relationships with third parties who are recognized, credible and bankable.
2. Have a policy for credit sales and all third parties who will make credit trade have to go through credit verification procedures.
3. Request to third parties who will do the credit trade with the Company to provide collateral in the form of fixed assets, time deposit or bank guarantee.
4. Provide limits or plafond to a third party who will take credit trade with the Company and subsidiary at amount of their guarantees.

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5. Melakukan pemantauan atas jumlah piutang dan memaksimalkan penjualan secara tunai secara terus menerus untuk mengurangi risiko piutang tidak tertagih.

Perusahaan dan entitas anak meminimalkan risiko kredit aset keuangan seperti kas setara kas dengan mempertahankan saldo kas minimum dan memilih bank yang berkualitas untuk penempatan dana.

Eksposur maksimum risiko kredit adalah sebesar nilai tercatat sebagaimana diungkapkan pada catatan 4 dan 6. Tidak ada risiko kredit yang terpusat secara signifikan.

Risiko Likuiditas

Risiko likuiditas adalah suatu risiko yang dapat terjadi dimana pendapatan jangka pendek tidak dapat menutupi pengeluaran jangka pendek.

Mengingat bahwa kebutuhan dana Perusahaan dan entitas anak ini cukup signifikan sebagai akibat dari meningkatnya aktivitas pengembangan atau perluasan bisnis, maka dalam mengelola risiko likuiditas, Perusahaan terus menerus memantau dan menjaga tingkat kas dan setara kas agar memadai untuk membiayai kebutuhan operasional Perusahaan dan entitas anak.

Selain itu, Perusahaan dan entitas anak juga secara rutin mengevaluasi proyeksi arus kas untuk mengatasi dampak dari fluktuasi arus kas, termasuk jadwal jatuh tempo liabilitas jangka panjang dan terus menelaah kondisi pasar keuangan untuk inisiatif penempatan dan penggalangan dana yang meliputi pinjaman bank, penerbitan ekuitas pasar modal dan ekuitas utang.

Tabel berikut ini menunjukkan profil jangka waktu pembayaran liabilitas Perusahaan dan entitas anak berdasarkan pembayaran dalam kontrak.

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5. Monitor the amount of receivables on an ongoing basis and maximize cash sales to reduce the risk of doubtful accounts.

The Company and subsidiary minimize credit risks financial assets such as cash and cash equivalent by maintaining minimum cash balance and select qualified bank for the funds placement.

The maximum exposure to the credit risk is represented by the carrying amount as shown in notes 4 and 6. There is no significant concentration of credit risk.

Liquidity Risk

Liquidity risk is a risk that occurs when short-term revenue cannot cover short-term expenditure.

Consideration that funding requirements of the Company and subsidiary are currently significant as a result of increased activity of development or expansion of business, then in managing liquidity risk, the Company and subsidiary continue to monitor and maintain levels of adequacy of cash and cash equivalents to finance the operational needs of the Company and subsidiary.

In addition, the Company also regularly evaluate cash flow projections and actual cash to cope with the impact of fluctuations in cash flow, including the maturity schedule of long-term liabilities and continue to examine the condition of financial markets to placement and fund-raising initiatives, including bank loans, issuance of equity and debt securities.

The table below summarizes the maturity profile of the Company and subsidiary financial liabilities based on contractual payments.

2021					
	Dibawah 1 Tahun/ Below 1 Year	Diatas 1 Tahun/ Above 1 year	Total/ Total/	Nilai Wajar 31 Des 2021/ Fair Value Dec 31, 2021	
Utang Usaha	250,835,524	--	250,835,524	250,835,524	Trade Payables
Beban Akrua	124,215,850	--	124,215,850	124,215,850	Accrued Expense
Liabilitas Sewa					Finance Lease
Pembiayaan	12,896,984	78,688,546	91,585,530	91,585,530	Liabilities
Utang Bank Jangka Panjang	58,854,644	1,592,119,081	1,650,973,725	1,650,973,725	Long Term Bank Loan
Total	446,803,002	1,670,807,627	2,117,610,629	2,117,610,629	Total

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	2020				
	Dibawah 1 Tahun/ Below 1 Year	Diatas 1 Tahun/ Above 1 year	Total/ Total/	Nilai Wajar 31 Des 2020/ Fair Value Dec 31, 2020	
Utang Usaha	258,776,436	--	258,776,436	258,776,436	Trade Payables
Beban Akrua	97,937,434	--	97,937,434	97,937,434	Accrued Expense
Liabilitas Sewa					Finance Lease
Pembiayaan	39,886,205	89,426,909	129,313,114	129,313,114	Liabilities
Utang Bank Jangka Panjang	425,523,681	1,173,130,470	1,598,654,151	1,598,654,151	Long Term Bank Loan
Total	822,123,756	1,262,557,379	2,084,681,135	2,084,681,135	Total

Pengelolaan Modal

Tujuan utama pengelolaan modal Perusahaan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham.

Perusahaan disyaratkan untuk memelihara tingkat permodalan tertentu oleh perjanjian pinjaman. Persyaratan permodalan eksternal tersebut telah dipenuhi oleh entitas terkait pada tanggal 31 Desember 2021 dan 2020. Selain itu, Perusahaan juga dipersyaratkan oleh Undang-undang No. 40 Tahun 2007 tentang Perusahaan Terbatas, efektif sejak tanggal 16 Agustus 2007, untuk mengalokasikan sampai dengan 20% dari modal saham diterbitkan dan dibayar penuh ke dalam dana cadangan yang tidak boleh didistribusikan. Persyaratan permodalan eksternal tersebut telah dipertimbangkan oleh Perusahaan serta telah diputuskan pada Rapat Umum Pemegang Saham ("RUPS").

Perusahaan mengelola struktur permodalan dan melakukan penyesuaian, bila diperlukan, berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Perusahaan dapat menyesuaikan pembayaran dividen kepada pemegang saham, menerbitkan saham baru atau mengusahakan pendanaan melalui pinjaman. Tidak ada perubahan atas tujuan kebijakan maupun proses selama periode yang berakhir pada tanggal 31 Desember 2021 dan 2020.

Perusahaan mengawasi modal dengan menggunakan rasio pengungkit (*gearing ratio*), dengan membagi total pinjaman berdampak bunga dengan total ekuitas yang dapat diatribusikan kepada pemilik entitas induk. Kebijakan Perusahaan adalah menjaga rasio pengungkit dalam kisaran dari perusahaan terkemuka di Indonesia untuk mengamankan akses terhadap pendanaan pada biaya yang

Capital Management

The primary objective of the Company capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholder value.

The Company are required under their respective loan agreements to maintain the level of existing share capital. This externally imposed capital requirement has been complied with by the relevant entities as of December 31, 2021 and 2020. In addition, the Company are also required by the Law No. 40 Year 2007 regarding Limited Liability Entities, effective August 16, 2007, to allocate and maintain a non-distributable reserve fund until the said reserve reaches 20% of the issued and fully paid share capital. This externally imposed capital requirements are considered by the Company and decided at the Annual General Meeting of Shareholders ("RUPS").

The Company manage their capital structure and makes adjustments, if necessary, in line with the changes in economic conditions. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, issue new shares or raise debt financing. No changes were made in the objectives, policies or processes during the period ended December 31, 2021 and 2020.

The Company monitors its capital using gearing ratios, by dividing interest bearing loan to total equity attributable to equity holders of the parent entity. The Company's policy is to maintain its gearing ratio within the range of gearing ratios of the leading companies in Indonesia in order to secure access to finance at a reasonable cost. Including in interest bearing loan are short-term bank loans and

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rasional. Termasuk dalam total pinjaman berdampak bunga adalah pinjaman bank jangka pendek, pinjaman bank jangka panjang dan liabilitas sewa pembiayaan.

long-term bank loans and finance lease liabilities.

Rasio pengungkit pada tanggal dan 31 Desember 2021 dan 2020 adalah sebagai berikut:

The gearing ratios as of December 31, 2021 and 2020 are as follow:

	2021 Rp	2020 Rp	
Pinjaman Bank	1,650,973,725	1,598,654,151	Bank Loans
Liabilitas Sewa Pembiayaan	91,585,530	129,313,114	Finance Lease Liabilities
Total Pinjaman yang Berdampak Bunga	1,742,559,255	1,743,213,114	Total Interest Bearing Loans
Total Ekuitas	3,466,244,520	3,407,888,607	Total Equity
Rasio Pengungkit (x)	0.503	0.512	Gearing Ratio (x)

41. Informasi Segmen

41. Segment Information

Segmen Geografis

Tabel berikut menunjukkan distribusi dari aset, pengeluaran modal dan pendapatan Perusahaan dan entitas anak berdasarkan segmen geografis:

Geographical Segments

The following table shows the distribution of the Company and subsidiary assets, capital expenditures and revenue by geographical segment:

	2021 Rp	2020 Rp	
Aset			Assets
Sumatera Selatan	5,611,856,915	5,647,527,207	South Sumatera
Lampung	126,652,319	11,670,437	Lampung
Jambi	77,549,740	76,571,923	Jambi
Jakarta	1,686,645	1,405,993	Jakarta
Total Aset	5,817,745,619	5,737,175,560	Total Assets
	2021 Rp	2020 Rp	
Pendapatan			Revenue
Pasar Basis			Basis Market
Sumatera Selatan	1,015,364,017	1,034,072,170	South Sumatera
Lampung	512,502,616	490,693,192	Lampung
	1,527,866,633	1,524,765,362	
Pasar Non Basis			Non-Basis Market
Jambi	108,147,950	108,563,898	Jambi
Bengkulu	65,055,100	53,027,273	Bengkulu
Bangka Belitung	6,450,000	4,809,576	Bangka Belitung
Kalimantan	5,299,650	5,376,263	Kalimantan
	184,952,700	171,777,010	
Total Penjualan Semen	1,712,819,333	1,696,542,372	Total Sales of Cement
Penjualan Terak			Sales of Clinker
Bengkulu	3,213,146	--	Bengkulu
Total Penjualan Terak	3,213,146	--	Total Sales of Clinker

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	2021 Rp	2020 Rp	
Penjualan White Clay			Sales of White Clay
Sumatera Selatan	30,614,135	19,623,920	South Sumatera
Total Penjualan Terak	30,614,135	19,623,920	Total Sales of White Clay
Penjualan Mortar			Sales of Mortar
Sumatera Selatan	5,761	--	South Sumatera
Lampung	39,057	--	Lampung
Total Penjualan Mortar	44,818		Total Sales of Mortar
Jasa Angkutan dan Lainnya			Transportation Services
Sumatera Selatan	4,894,338	5,740,858	South Sumatera
Total Jasa Angkutan dan Lainnya	4,894,338	5,740,858	Total Transportation services and Others
Total Pendapatan	1,751,585,770	1,721,907,150	Total Revenue

42. Kontijensi

a. Klaim Kerusakan Gear Box Tianjin Cement Industry & Research Institute Co., Ltd (TCDRI)

Grup melakukan kerjasama pembangunan pabrik Baturaja II (BTA II) dengan Tianjin Cement Industry & Research Institute Co., Ltd (TCDRI) pada tahun 2015. Pabrik BTA II selesai dibangun dan mulai beroperasi pada tahun 2017.

Pada 29 Maret 2019, muncul indikasi kerusakan pada gear box di pabrik BTA II. Terkait kerusakan tersebut, Grup mengajukan klaim sebesar Rp24.424.292.136 (dalam Rupiah penuh) pada tanggal 28 Agustus 2019.

Hasil korespondensi pada tanggal 29 September 2020 TCDRI menyatakan hanya bersedia membayar sebesar Rp12.162.600.000 (dalam Rupiah penuh) dari total pengajuan klaim. Maka pada tanggal 5 Oktober 2020 Perusahaan menyatakan bersedia menerima pembayaran Rp12.162.600.000 (dalam Rupiah penuh), namun Perusahaan akan tetap akan menagih sisa dari total klaim yang diajukan.

Sampai dengan tanggal penyelesaian laporan keuangan, SMBR sedang dalam proses penyelesaian sengketa dan dalam tahap siding Arbitrase di Badan Arbitrase Nasional Indonesia (BANI).

42. Contingencies

a. Tianjin Cement Industry & Research Institute Co., Ltd (TCDRI) Gear Box Damage Claims

The Group cooperated in the construction of the Baturaja II (BTA II) factory with Tianjin Cement Industry & Research Institute Co., Ltd (TCDRI) in 2015. The BTA II factory was completed and started operations in 2017.

On March 29, 2019, there were indications of damage to the gear box at the BTA II factory. In relation to these damages, the Group submitted a claim amounting to Rp24,424,292,136 (in fully Rupiah) on August 28, 2019.

The results of correspondence on September 29, 2020, TCDRI stated that they were only willing to pay Rp12,162,600,000 (in fully Rupiah) of the total claim submission. So on October 5, 2020, the Company stated that it was willing to accept the payment of Rp12,162,600,000 (in fully Rupiah), but would still collect the remainder of the total claim submitted.

As of the date of completion of the financial statements, SMBR is in the process of resolving disputes and in the Arbitration trial stage at the BANI Arbitration Centre (BANI).

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b. Peninjauan Kembali Kasus Pajak Kurang Bayar oleh Direktorat Jenderal Pajak (DJP) terhadap SMBR di Mahkamah Agung

Perbedaan dalam interpretasi Direktorat Jenderal Pajak (DJP) atas Perjanjian antara Perusahaan dengan PT Kereta Api Indonesia (Persero) menurut DJP merupakan Sewa dan Penghasilan Lain. Sedangkan menurut PT Semen Baturaja (Persero) Tbk adalah perjanjian angkutan Batubara dan Klinker serta material lainnya tersebut adalah Jasa Angkutan.

Atas perbedaan interpretasi tersebut, DJP menerbitkan SKPKB PPh 23 yang dikirimkan ke Grup perihal Penolakan atas Keberatan yang diajukan oleh SMBR untuk tahun pajak Januari 2010 - Desember 2012.

Terhadap Keputusan tersebut, Grup mengajukan Banding ke Pengadilan Pajak, dan pada 13 Maret 2017 Pengadilan Pajak mengabulkan seluruh permohonan Banding PT Semen Baturaja (Persero) Tbk terhadap 36 surat keputusan dari DJP.

Pada tahun 2020 DJP telah mengajukan Permohonan Peninjauan Kembali ke Mahkamah Agung atas Keputusan Pengadilan Pajak tersebut. Berdasarkan Surat Putusan Mahkamah Agung RI di tahun 2021, Mahkamah Agung menolak permohonan pengajuan tersebut. Dalam permasalahan ini SMBR menunjuk AHRPLaw Firm sebagai Kuasa Hukum SMBR.

b. Review of Underpayment Tax Cases by the Directorate General of Taxes (DGT) against SMBR at the Supreme Court

The difference in the interpretation of the Directorate General of Taxes (DGT) on the agreement between the Company and PT Kereta Api Indonesia (Persero) according to the DGT constitutes Rent and Other Income. Meanwhile, according to Group the agreement for the transportation of Coal and Clinker and other materials is transportation services.

Due to this difference in interpretation, the DGT issued SKPKB PPh 23 which was sent to the Group regarding the Rejection of Objections submitted by SMBR for the fiscal year January 2010 - December 2012.

Against this decision, the Group submitted an Appeal to the Tax Court, and on March 13, 2017 the Tax Court granted all Appeals from Group 36 decrees from the DGT.

In 2020 the DGT has submitted a Judicial Review Application to the Supreme Court over the Tax Court's Decision. Based on the Supreme Court of Indonesia's 2021 Decree, the Supreme Court rejected the application. In this matter SMBR appointed AHRPLaw Firm as SMBR's Attorney.

43. Tanggung Jawab Manajemen dan Persetujuan Atas Laporan Keuangan

Manajemen Grup bertanggung jawab atas penyusunan laporan keuangan yang telah diselesaikan pada tanggal 15 Februari 2022.

43. Management Responsibility and Approval Of Financial Statements

The management of the Group are responsible for the preparation of financial statements that was completed on February 15, 2022.

44. Standar Akuntansi dan Interpretasi Standar yang Telah Disahkan Namun Belum Berlaku Efektif

DSAK-IAI telah menerbitkan beberapa standar baru, amandemen dan penyesuaian atas standar, serta interpretasi atas standar namun belum berlaku efektif untuk periode yang dimulai pada 1 Januari 2021.

44. New Accounting Standard and Interpretation of Standard which Has Issued but Not Yet Effective

DSAK-IAI has issued several new standards, amendments and improvement to standards, and interpretations of the standards but not yet effective for the period beginning on January 1, 2021.

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN (Lanjutan)**

Pada Tanggal 31 Desember 2021 dan 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 April 2021 yaitu:

- Amendemen PSAK 73: Sewa tentang Konsesi Sewa terkait Covid-19 Setelah 30 Juni 2021.

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2022, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 22: Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual;
- Amendemen PSAK 57: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Merugi - Biaya Memenuhi Kontrak;
- Amendemen PSAK 16: Aset Tetap tentang Hasil Sebelum Penggunaan yang Diintensikan;
- PSAK 69 (Penyesuaian Tahunan 2020): Agrikultur;
- PSAK 71 (Penyesuaian Tahunan 2020): Instrumen Keuangan; dan
- PSAK 73 (Penyesuaian Tahunan 2020): Sewa.

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2023, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Pengungkapan Kebijakan Akuntansi;
- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang;
- Amendemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan tentang Definisi Estimasi Akuntansi; dan
- Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tangguhan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal.

Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- PSAK 74: Kontrak Asuransi; dan
- Amendemen PSAK 74: Kontrak Asuransi tentang Penerapan Awal PSAK 74 dan PSAK 71 – Informasi Komparatif.

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS (Continued)**

December 31, 2021 and 2020
(Expressed in thousand Rupiah,
unless otherwise stated)

Amendments to the standard that are effective for periods beginning on or after April 1, 2021 are:

- PSAK 73: Leases regarding Covid-19-related Rent Concessions Beyond 30 June 2021.

Amendment to standards which effective for periods beginning on or after January 1, 2022, with early adoption is permitted, are as follows:

- Amendments PSAK 22: Business Combinations regarding Reference to Conceptual Frameworks;
- Amendments PSAK 57: Provisions, Contingent Liabilities, and Contingent Assets regarding Onerous Contracts – Cost of Fulfilling the Contracts;
- Amendments PSAK 16: Property, Plant and Equipment regarding Proceeds before Intended Use;
- PSAK 69 (Annual Improvement 2020): Agriculture;
- PSAK 71 (Annual Improvement 2020): Financial Instruments; and
- PSAK 73 (Annual Improvement 2020): Leases.

Amendment to standards which effective for periods beginning on or after January 1, 2023, with early adoption is permitted, are as follows:

- Amendments PSAK 1: Presentation of Financial Statements regarding Disclosure of Accounting Policies;
- Amendments PSAK 1: Presentation of Financial Statements regarding Classification of Liabilities as a Current or Non Current;
- Amendments PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors regarding Definition of Accounting Estimates; and
- Amendments PSAK 46: Income Tax regarding Deferred Tax related to Assets and Liabilities arising from a Single Transaction.

New standard and amendment to standard which effective for periods beginning on or after January 1, 2025, with early adoption is permitted, are as follows:

- PSAK 74: Insurance Contract; and
- Amendments PSAK 74: Insurance Contract regarding Initial Application of PSAK 74 and PSAK 71 – Comparative Information.

**PT SEMEN BATURAJA (PERSERO) TBK
DAN ENTITAS ANAK
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN (Lanjutan)**

Pada Tanggal 31 Desember 2021 dan 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

Hingga tanggal laporan keuangan ini diotorisasi, Perusahaan masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amandemen standar dan interpretasi standar tersebut.

**PT SEMEN BATURAJA (PERSERO) TBK
AND SUBSIDIARY
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS (Continued)**

December 31, 2021 and 2020
(Expressed in thousand Rupiah,
unless otherwise stated)

Until the date of the financial statements is authorized, the Group is still evaluating the potential impact of the adoption of new standards, amendments to standards and interpretations of these standards.

**45. Informasi Keuangan Tambahan Atas
Laporan Keuangan**

Informasi keuangan Perusahaan (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2021 dan 2020, serta laporan laba rugi dan penghasilan komprehensif lainnya, laporan perubahan ekuitas, dan laporan arus kas untuk tahun-tahun yang berakhir pada tanggal tersebut, (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk") yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian.

45. *Supplementary Financial Information*

The accompanying financial information of the Company (parent), which comprises the statements of financial position as of December 31, 2021 and 2020, and the statements of profit or loss and other comprehensive income, changes equity, and cash flows for the years then ended, (collectively referred to as the "Parent Financial Information"), which is presented as a supplementary information to the consolidated financial statements, is presented for the purposes of additional analysis and is not a required part of the consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting notes and other records used to prepare the consolidated financial statements.

PT SEMEN BATURAJA (PERSERO) TBK
ENTITAS INDUK
LAPORAN POSISI KEUANGAN

Pada Tanggal 31 Desember 2021 dan 2020
 (Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT SEMEN BATURAJA (PERSERO) TBK
PARENT ENTITY
STATEMENTS OF FINANCIAL POSITION

As of December 31, 2021 and 2020
 (Expressed in thousand Rupiah, unless otherwise stated)

	2021 Rp	2020 Rp	
ASET			ASSETS
ASET LANCAR			CURRENT ASSETS
Kas dan Setara Kas	531,805,795	353,550,172	Cash and Cash Equivalents
Piutang Usaha			Trade Receivables
Phak Berelasi	172,730,250	7,081,985	Related Parties
Phak Ketiga	394,982,427	519,001,605	Third Parties
Piutang Lain - Lain			Other Receivables
Phak Berelasi	244,203	2,239,021	Related Parties
Phak Ketiga	1,598,649	6,133,539	Third Parties
Persediaan	280,792,233	248,869,032	Inventories
Pajak Dibayar Dimuka	766,707	766,677	Prepaid Taxes
Biaya Dibayar Dimuka	1,947,375	2,840,499	Prepaid Expenses
Uang Muka	7,410,722	16,581,391	Advances
Aset Lancar Lainnya	551,497	525,496	Other Current Assets
Jumlah Aset Lancar	1,392,829,858	1,157,589,417	Total Current Assets
ASET TIDAK LANCAR			NON - CURRENT ASSETS
Penyertaan Saham	40,000,000	40,000,000	Investment in Share
Aset Tetap	4,038,143,512	4,134,856,885	Fixed Assets
Aset Takberwujud	203,744,632	240,963,627	Intangible Assets
Aset Tidak Lancar Lainnya	137,440,299	150,135,242	Other Non Current Assets
Jumlah Aset Tidak Lancar	4,419,328,443	4,565,955,754	Total Non Current Assets
TOTAL ASET	5,812,158,301	5,723,545,171	TOTAL ASSETS

PT SEMEN BATURAJA (PERSERO) TBK
ENTITAS INDUK
LAPORAN POSISI KEUANGAN
(Lanjutan)

Pada Tanggal 31 Desember 2021 dan 2020
 (Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT SEMEN BATURAJA (PERSERO) TBK
PARENT ENTITY
STATEMENTS OF FINANCIAL POSITION
(Continued)

As of December 31, 2021 and 2020
 (Expressed in thousand Rupiah, unless otherwise stated)

	2021 Rp	2020 Rp	
LIABILITAS DAN EKUITAS			LIABILITIES AND EQUITY
LIABILITAS JANGKA PENDEK			CURRENT LIABILITIES
Utang Usaha			Trade Payables
Phak Berelasi	116,376,354	51,839,689	Related Parties
Phak Ketiga	157,224,491	247,068,566	Third Parties
Utang Pajak	18,124,041	25,477,203	Taxes Payable
Beban Akrua	123,214,115	97,832,434	Accrued Expenses
Utang Bank Jangka Pendek	53,000,000	425,523,681	Short-Term Bank Loan
Liabilitas Sewa			Lease Liabilities -
Jatuh Tempo Dalam Setahun	5,419,911	6,625,049	Current Portion
Liabilitas Imbalan Kerja Jangka Pendek	1,200,000	548,170	Short Term Employee Benefits Liabilities
Liabilitas Jangka Pendek Lainnya	6,549,413	1,923,640	Other Current Liabilities
Jumlah Liabilitas Jangka Pendek	481,108,325	856,838,432	Total Current Liabilities
LIABILITAS JANGKA PANJANG			NON - CURRENT LIABILITIES
Utang Bank Jangka Panjang			Long Term Bank Loans -
Setelah Dikurangi Bagian yang Jatuh Tempo			Net of Current Maturities
Dalam Satu Tahun	1,585,640,806	1,173,130,470	Deferred Tax Liabilities
Liabilitas Pajak Tangguhan	140,821,403	123,492,863	Long Term Employee Benefit Liabilities
Liabilitas Imbalan Kerja Jangka Panjang	49,824,670	51,463,619	Lease Liabilities -
Liabilitas Sewa Setelah Dikurangi			Net of Current Portion
Bagian yang Jatuh Tempo Dalam Setahun	78,266,236	72,618,111	Provision for Reclamation and Mine Closure
Provisi Reklamasi dan Pasca Tambang	11,924,688	37,349,593	Total Non - Current Liabilities
Jumlah Liabilitas Jangka Panjang	1,866,477,803	1,458,054,656	TOTAL LIABILITIES
JUMLAH LIABILITAS	2,347,586,128	2,314,893,088	Equity Attributable
Ekuitas yang Dapat Diatribusikan			to Equity Holders
Kepada Pemilik			of the Parent Entity
Entitas Induk			Share Capital
Modal Saham			Authorized 30,000,000,000
Modal Dasar 30.000.000.000			Common Shares, Issued
Lembar Saham Biasa, Modal			Fully Paid-up
Ditempatkan dan Disetor Penuh			Capital 9,932,534,336
Sebesar 9.932.534.336			Shares With per Par Value Rp100
Lembar Saham Dengan Nilai Nominal Rp100			Per Share
Per Lembar Saham	993,253,434	993,253,434	Additional Paid-in Capital
Tambahan Modal Disetor	1,270,606,785	1,270,606,785	Retained Earnings
Saldo Laba	1,253,639,782	1,204,241,150	Other Comprehensive Income (Loss)
Penghasilan (Kerugian) Komprehensif Lain	(52,927,828)	(59,449,286)	Total Equity
Jumlah Ekuitas	3,464,572,173	3,408,652,083	TOTAL LIABILITIES AND EQUITY
JUMLAH LIABILITAS DAN EKUITAS	5,812,158,301	5,723,545,171	

PT SEMEN BATURAJA (PERSERO) TBK
ENTITAS INDUK
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN

Untuk Tahun-tahun yang Berakhir
 Pada Tanggal 31 Desember 2021 dan 2020
 (Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT SEMEN BATURAJA (PERSERO) TBK
PARENT ENTITY
STATEMENTS OF PROFIT OR
LOSS AND OTHER COMPREHENSIVE INCOME

For The Years Ended
 December 31, 2021 and 2020
 (Expressed in thousand Rupiah, unless otherwise stated)

	2021 Rp	2020 Rp	
PENJUALAN	1,735,159,153	1,710,442,257	SALES
BEBAK POKOK PENJUALAN	(962,987,359)	(996,559,486)	COST OF GOOD SOLD
LABA KOTOR	772,171,794	713,882,771	GROSS PROFIT
BEBAK USAHA			OPERATING EXPENSES
Beban Penjualan	(324,035,054)	(324,599,306)	Selling Expenses
Beban Umum dan Administrasi	(221,330,233)	(229,270,536)	General and Administrative Expenses
Pendapatan (Beban) Operasi Lainnya	1,692,414	53,294,142	Other Operating Income (Expenses)
Jumlah Beban Usaha	(543,672,873)	(500,575,700)	Total Operating Expenses
LABA USAHA	228,498,921	213,307,071	OPERATING PROFIT
PENDAPATAN (BEBAK) KEUANGAN			FINANCIAL INCOME (EXPENSE)
Pendapatan Keuangan	14,503,163	4,925,088	Financial Income
Beban Keuangan	(178,114,298)	(175,973,517)	Financial Expenses
Jumlah Pendapatan (Beban) Keuangan	(163,611,135)	(171,048,429)	Total Financial Income (Expenses)
LABA SEBELUM PAJAK PENGHASILAN	64,887,786	42,258,642	PROFIT BEFORE INCOME TAX
BEBAK PAJAK PENGHASILAN	(15,489,154)	(26,632,108)	INCOME TAX EXPENSE
LABA TAHUN BERJALAN	49,398,632	15,626,534	PROFIT FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN			OTHER COMPREHENSIVE INCOME
Pos-Pos yang tidak Akan Direklasifikasi ke Laba Rugi			Items That Will Not be Reclassified to Profit or Loss
Pengukuran Kembali Program Imbalan Pasti	8,360,844	(12,968,132)	Remeasurement of Defined Benefit Program
Pajak Penghasilan Terkait	(1,839,386)	2,852,989	Related Income Tax
Jumlah Kerugian Komprehensif Lain			Total Others Comprehensive Loss
Tahun Berjalan Setelah Pajak	6,521,458	(10,115,143)	for the Year After Tax
JUMLAH LABA KOMPREHENSIF			TOTAL COMPREHENSIVE INCOME
TAHUN BERJALAN	55,920,090	5,511,391	FOR THE YEAR

Lampiran III

PT SEMEN BATURAJA (PERSERO) TBK
ENTITAS INDUK
LAPORAN PERUBAHAN EKUITAS

Untuk Tahun-tahun yang Berakhir
 Pada Tanggal 31 Desember 2021 dan 2020
 (Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

Attachment III

PT SEMEN BATURAJA (PERSERO) TBK
PARENT ENTITY
STATEMENTS CHANGES IN OF EQUITY

For The Years Ended
 December 31, 2021 and 2020
 (Expressed in thousand Rupiah, unless otherwise stated)

	Saldo Laba/ Retained Earnings		Penghasilan Komprehensif Lain/ Other Comprehensive Income		Jumlah Ekuitas/ Total Equity
	Tambahan Modal Disetor/ Additional Paid in Capital	Telaah Ditetapkan Penggunaannya/ Appropriated	Belum Ditetapkan Penggunaannya/ Unappropriated	Tidak Direklasifikasi ke Laba Rugi/ Not Reclassified to Profit or Loss	Direklasifikasi ke Laba Rugi/ Reclassified to Profit or Loss
Modal Saham/ Share Capital					
993,253,434	1,270,606,785	980,555,930	277,120,031	(49,334,143)	3,472,202,037
--	--	--	(71,838,463)	--	(71,838,463)
--	--	--	8,935,980	--	8,935,980
993,253,434	1,270,606,785	980,555,930	214,217,548	(49,334,143)	3,409,299,554
--	--	--	(6,158,862)	--	(6,158,862)
--	--	21,487,903	(21,487,903)	--	--
--	--	--	15,626,534	--	15,626,534
--	--	--	--	(10,115,143)	(10,115,143)
993,253,434	1,270,606,785	1,002,043,833	202,197,317	(59,449,286)	3,408,652,083
--	--	15,626,534	(15,626,534)	--	--
--	--	--	49,398,632	--	49,398,632
--	--	--	--	6,521,458	6,521,458
993,253,434	1,270,606,785	1,017,670,367	235,969,415	(52,927,828)	3,464,572,173

Saldo Per 31 Desember 2019

Penyesuaian Implementasi PSAK 71

Penyesuaian Perpajakan

Saldo Per 1 Januari 2020

Setelah Penyesuaian

Dividen

Pencadangan Saldo Laba

Laba Tahun Berjalan

Inbalan Kerja Jangka Panjang

Saldo Per 31 Desember 2020

Pencadangan Saldo Laba

Laba Tahun Berjalan

Inbalan Kerja Jangka Panjang

Saldo Per 31 Desember 2021

Balance as of Desember 31, 2019

Adjustment to Implementation of PSAK 71

Tax Rate Adjustment

Balance as of January 1, 2020

After Adjustment

Dividend

Appropriation of Retained Earnings

Profit for the Year

Long Term Employee Benefit

Balance as of Desember 31, 2020

Appropriation of Retained Earnings

Profit for the Year

Long Term Employee Benefit

Balance as of Desember 31, 2021

PT SEMEN BATURAJA (PERSERO) TBK
ENTITAS INDUK
LAPORAN ARUS KAS

Untuk Tahun-tahun yang Berakhir
 Pada Tanggal 31 Desember 2021 dan 2020
 (Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT SEMEN BATURAJA (PERSERO) TBK
PARENT ENTITY
STATEMENTS OF CASH FLOWS

For The Years Ended
 December 31, 2021 and 2020
 (Expressed in thousand Rupiah, unless otherwise stated)

	2021 Rp	2020 Rp
ARUS KAS DARI		
AKTIVITAS OPERASI		
Penerimaan Kas dari Pelanggan	1,903,301,501	1,851,592,030
Pembayaran Kas kepada Pemasok	(1,392,735,493)	(1,343,780,012)
Pembayaran Kas kepada Karyawan	(162,763,313)	(166,140,376)
Penerimaan Bunga	13,807,182	4,455,971
Arus Kas Bersih Diperoleh dari Aktivitas Operasi	361,609,877	346,127,613
ARUS KAS DARI		
AKTIVITAS INVESTASI		
Pembelian Aset Tetap	(39,610,157)	(73,558,048)
Aset Dalam Pembangunan	(5,313,874)	(42,652,469)
Pembelian Aset Takberwujud	(249,000)	(4,723,646)
Penjualan Aset Tetap	303,866	--
Pembelian Lahan untuk Pengembangan	(6,860,575)	(323,190)
Arus Kas Bersih Digunakan untuk Aktivitas Investasi	(51,729,740)	(121,257,353)
ARUS KAS DARI		
AKTIVITAS PENDANAAN		
Penerimaan Pinjaman Kredit Investasi	480,000,000	1,220,000,000
Pembayaran Pinjaman Kredit Investasi	(36,100,000)	(1,095,724,236)
Pembayaran Bunga Kredit Investasi	(150,560,701)	(106,858,881)
Pembayaran Dividen	--	(6,158,861)
Pembayaran Bunga Keuangan Lainnya	(4,794,270)	(1,687,441)
Pembayaran Pinjaman <i>Medium Term Note</i>	(400,000,000)	--
Pembayaran Bunga <i>Medium Term Note</i>	(9,000,000)	(36,000,000)
Pembayaran Pokok Liabilitas Sewa	(5,953,166)	(18,394,306)
Pembayaran Bunga Liabilitas Sewa	(4,934,913)	(8,653,591)
Arus Kas Bersih (Digunakan untuk)		
Aktivitas Pendanaan	(131,343,050)	(53,477,316)
KENAIKAN BERSIH		
KAS DAN SETARA KAS	178,537,087	171,392,944
PENGARUH PERUBAHAN SELISIH KURS TERHADAP		
KAS DAN SETARA KAS	(281,464)	34,463
KAS DAN SETARA KAS		
PADA AWAL TAHUN	353,550,172	182,122,765
KAS DAN SETARA KAS PADA AKHIR TAHUN	531,805,795	353,550,172
Komponen Kas dan Setara Kas Terdiri dari:		
Kas	15,479	29,062
Bank	121,790,316	115,521,110
Deposito Berjangka dan <i>Call Deposits</i>	410,000,000	238,000,000
Total	531,805,795	353,550,172

**CASH FLOWS FROM
OPERATING ACTIVITIES**
 Receipt from Customers
 Payments to Suppliers
 Payments to Employees
 Interest Income Receipt
Net Cash Flows Provided by Operating Activities

**CASH FLOWS FROM
INVESTING ACTIVITIES**
 Acquisition of Fixed Assets
 Construction in Progress
 Purchase of Intangible Assets
 Sales of Fixed Assets
 Acquisition of Land for Development
Net Cash Flows Used in for Investing Activities

**CASH FLOWS FROM
FINANCING ACTIVITIES**
 Receipt of Investment Credit Loan
 Receipts (Payment) of Short Term Loan - Net
 Payment of Interest of Investment Credit Loan
 Payments of Dividend
 Payment of Other Financial Interest
 Payment of Medium Term Note Loan
 Payment of Interest on Medium Term Note
 Payment of Lease Liabilities Principal
 Payment of Interest on Lease Liabilities
**Net Cash Flows (Used in)
Financing Activities**

**NET INCREASE
IN CASH AND CASH EQUIVALENTS**
**EFFECTS OF FOREIGN EXCHANGE RATE
CHANGES ON CASH AND CASH EQUIVALENTS**
**CASH AND CASH EQUIVALENTS AT THE
BEGINNING OF THE YEAR**

CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR
Components Cash and Cash Equivalents are as Follows:
 Cash
 Bank
 Time and Call Deposits
Total

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2021

Laporan Tahunan
Annual Report

MEMPERKUAT KINERJA MELALUI KOLABORASI & DIGITALISASI

Strengthening Performance through Collaboration and Digitalization



MEMPERKUAT KINERJA MELALUI
KOLABORASI & DIGITALISASI
Strengthening Performance through Collaboration and Digitalization



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